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San Francisco Chamber of Commerce

Community service week, San Francisco...

[San Francisco]

[1918]

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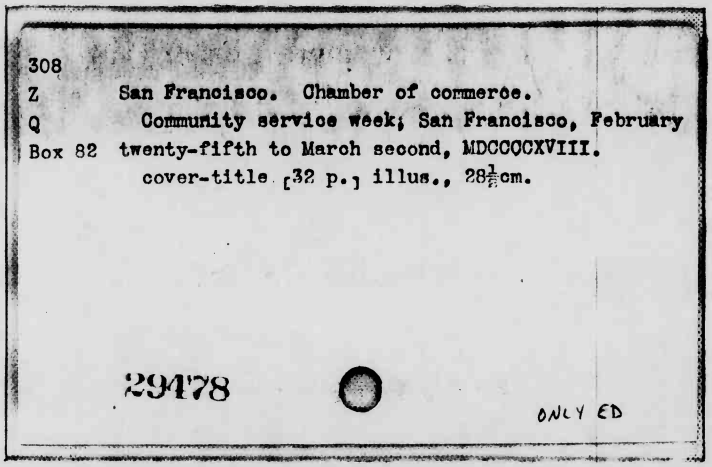

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COMMUNITY SERVICE WEEK

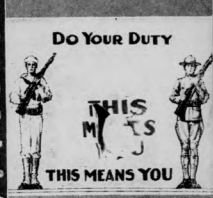
San Francisco
February Twenty-Fifth *to* March Second
MDCCCCXVIII

SAN FRANCISCO

CHAMBER OF COMMERCE ACTIVITIES

CHAMBER INCORPORATED JULY 17 1911 GATEWAY TO PACIFIC

COMMUNITY SERVICE WEEK



DURING the six days constituting Community Service Week, commencing February 25th and ending March 2nd, there were brought together 3,500 leading business and professional men, members of the Chamber, besides a number of guests, at a series of simple and informal luncheons at the Palace Hotel.

The purpose of the meetings was to infuse into the membership and through them in turn to radiate throughout the community a deeper appreciation of the significance of our country's position in the war, and thus, the development of a more positive and effective spirit of patriotism.

During the week there took place in connection with the series of luncheons an intensive recruiting campaign by the Military Recruiting Service, also a campaign for the sale of War Savings Stamps, and there was strongly impressed upon the gatherings the necessity for co-operation with the American Red Cross, and other activities in connection with the war. The daily programs were simple and dignified and the speakers men of wide influence in the community. Community Service Week was in the nature of a patriotic revival, and made a deep impression not only upon San Francisco but throughout the State and Nation.

The following is a complete program:

PROGRAM

ANNOUNCEMENTS

MONDAY, FEBRUARY 25, 1918

12:25 P. M.—Address by Eustace Cullinan, Chairman U. S. Government War-Savings Stamp Committee for San Francisco.
12:40 P. M.—Moving pictures showing activities of the San Francisco Chamber of Commerce.
1:00 P. M.—Brief spiritual word by Most Reverend Edward J. Hanna, Archbishop of San Francisco.
1:05 P. M.—Address by Frederick J. Koster, President of the San Francisco Chamber of Commerce.
1:25 P. M.—Address by Robert Newton Lynch, Vice-President and General Manager of the San Francisco Chamber of Commerce.
1:35 P. M.—Address by Lieut. J. B. Dagger, C. E. F.
1:55 P. M.—Star Spangled Banner.

TUESDAY, FEBRUARY 26, 1918

12:25 P. M.—Address by Eustace Cullinan, Chairman U. S. Government War-Savings Stamp Committee for San Francisco.
12:40 P. M.—Moving pictures showing activities of the San Francisco Chamber of Commerce.
1:00 P. M.—Brief spiritual word by Chaplain C. Q. Wright, U. S. N.
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1:45 P. M.—Address by Lieut. J. B. Dagger, C. E. F.
1:55 P. M.—Star Spangled Banner.

THURSDAY, FEBRUARY 28, 1918

12:25 P. M.—Address by Eustace Cullinan, Chairman U. S. Government War-Savings Stamp Committee for San Francisco.
12:40 P. M.—Moving pictures showing activities of the San Francisco Chamber of Commerce.
1:00 P. M.—Brief spiritual word by Bishop William Ford Nichols.
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1:25 P. M.—Address by Robert Newton Lynch, Vice-President and General Manager of the San Francisco Chamber of Commerce.
1:35 P. M.—Address by Marshall Hale, Director Pacific Division American Red Cross.
1:45 P. M.—Address by William Sproule.
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FRIDAY, MARCH 1, 1918

12:25 P. M.—Address by Eustace Cullinan. Chairman U. S. Government War-Savings Stamp Committee for San Francisco.
12:40 P. M.—Moving pictures showing activities of the San Francisco Chamber of Commerce.
1:00 P. M.—Brief spiritual word by Reverend William K. Guthrie.
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1:45 P. M.—Address by Lieut. J. B. Dagger, C. E. F.
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SATURDAY, MARCH 2, 1918—LADIES DAY

12:25 P. M.—Address by Eustace Cullinan, Chairman U. S. Government War-Savings Stamp Committee for San Francisco.
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INTENTIONAL SECOND EXPOSURE

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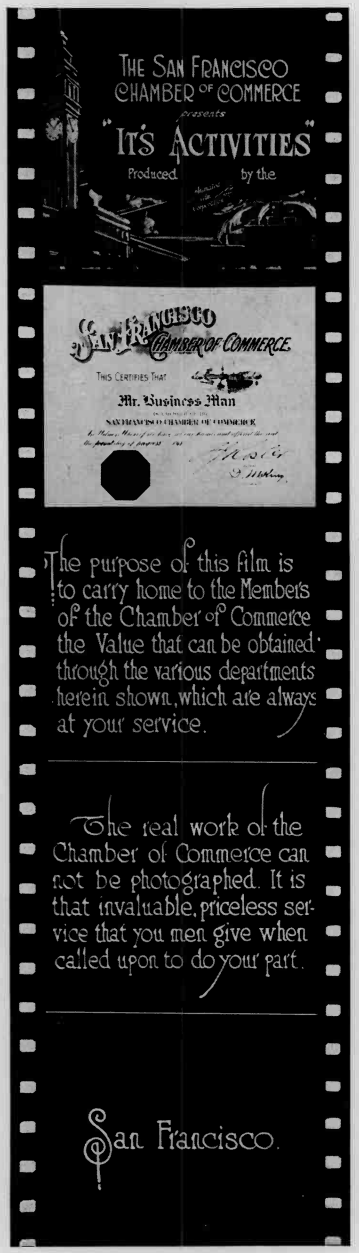
1 April, 1920 - E.R.W.

To the MEMBERS *of the*
SAN FRANCISCO CHAMBER *of* COMMERCE

* * *

DURING *the week of February 25th to March 2nd, inclusive, there was held in San Francisco a notable series of gatherings as a result of the unanimous decision of the Board of Directors of the San Francisco Chamber of Commerce, to bring together as large a proportion as possible of the membership in direct contact with one another and with their officers - The luncheons held in the Ball Room of the Palace Hotel were informal, simple and inexpensive. On each day the large Ball Room was filled to overflowing and there was manifested a thorough appreciation of the serious import of the gatherings - Community Service Week thoroughly justified itself as a most remarkable educational influence upon our whole community and was in the nature of a great patriotic revival - Through the moving pictures, the membership was afforded a clearer idea of the workings of their organization than could have been conveyed to them by any other means and almost immediately the various departments of the Chamber felt the influence of the impression made upon the members through the stimulated use of their facilities - The Chamber is undertaking to perform to the very limit of its powers, its patriotic duty and in that it is receiving the most gratifying support - On behalf of the membership as well as the officers of the Chamber I desire to make grateful acknowledgment of the valuable service rendered by those who contributed towards making such an unqualified success of Community Service Week - We are now in the most critical period of our Nation's history and every service we can possibly render, we should deem it a high patriotic privilege to perform*

PRESIDENT


THE SAN FRANCISCO
CHAMBER OF COMMERCE
presents
"ITS ACTIVITIES"
Produced by the
SAN FRANCISCO
CHAMBER OF COMMERCE
THIS CERTIFIES THAT
Mr. Business Man
SAN FRANCISCO CHAMBER OF COMMERCE
The purpose of this film is to carry home to the Members of the Chamber of Commerce the Value that can be obtained through the various departments herein shown, which are always at your service.
The real work of the Chamber of Commerce can not be photographed. It is that invaluable, priceless service that you men give when called upon to do your part.
San Francisco.

ADDRESS *by Frederick J. Koster, given at the Palace Hotel, February 25th-March 2nd, 1918 "Community Service Week" of the San Francisco Chamber of Commerce*

THE outstanding unquestionable fact at this time is that our Nation is at war. War can be successful only as waged aggressively. Aggressive warfare, even though the spirit back of it be defensive, can be conducted by our Nation only to the degree that we, its citizens, voluntarily make ourselves a part of it, inasmuch as we are a self-governing people.

We are accustomed to almost complete individual liberty, but in this crisis we can no more consider ourselves and act as separate and distinct individuals with absolute freedom, than can the millions of component cells of the single human body be considered as things apart from the entire.

Our country is large in territorial extent. Our people are widely scattered, and that adds to the difficulty in bringing about the solidarity in understanding and purpose, which is essential to our success.

There is no question that with very rare exception our people are at heart intensely patriotic. There can be no question that when we are once thoroughly aroused and understand our danger that we will make every necessary sacrifice to protect and defend any and every part of our country and any and every one of its citizens no matter where he or she may be.

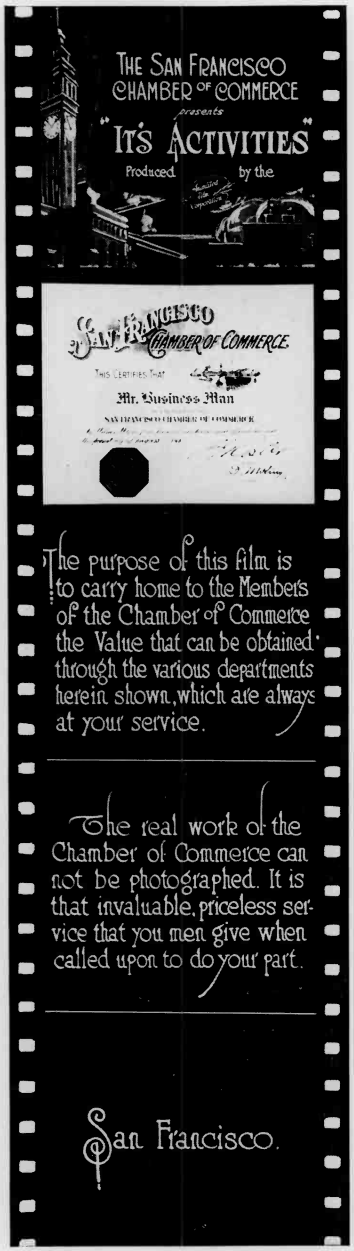
We have been slow to realize what is demanded of us. Great danger already exists, many of our citizens have already unnecessarily suffered,—much suffering exists throughout the world, and already there is need of much greater sacrifice on our part.

San Francisco is one of our country's most important communities, and as such it must play a big part in the Nation's program. What results a community produces depends upon the character of leadership among its people, and their solidarity. *There is no group in San Francisco upon whom rests so large a share of the responsibility for bringing about effective cooperation towards helping to meet the Nation's need, not only among the people of our own City, but up and down the whole Pacific Coast, as there rests upon those who form the organization known as the San Francisco Chamber of Commerce.*

I do not say this with arrogance but with humility, and I repeat that we are charged with a heavy duty, a big obligation of leadership. This duty cannot be discharged by your officers alone.

We call this Community Service Week and we aim to bring the membership together in direct contact with the officers to show as clearly as possible what their Organization is and how the officers are undertaking to carry out its spirit and work. Realizing too the great advantage of bringing the various members in direct contact with one another, this arrangement was decided upon as the only practical method of accomplishing that object.

We see the utter necessity of developing throughout the entire membership a deeply patriotic attitude.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We see the utter necessity of developing throughout the entire membership a deeply patriotic attitude.

It must be realized that in order to meet the Nation's great need, at this time particularly, the affairs of the entire community must be made to run with the utmost smoothness, otherwise there will be a frightful drain upon us to properly take our part in the struggle. It must be appreciated that the major part of the burden is now about to fall upon our country, and that in addition to our effective military activity, there is demanded of us, and very reasonably, because of the abundant resources at our command, the relief of distress the world over. Therefore, there cannot be tolerated any wastefulness nor any retardation of, or lack of efficiency in production.

This means, that as never before, the work of the Chamber of Commerce must be pursued with the greatest zeal and be made effective. Whatever it contributes towards bringing about more efficient production and a smoother flow of commerce and interchange, a better understanding on the part of every one of the conduct of his own private industry or business, a lessening of the friction between various elements, just adds so much to our country's effectiveness in the present serious international situation.

The Chamber's officers and committees can analyze questions and make recommendations. The Secretaries of the various departments can ascertain facts, gather information and coordinate it so as to make it available for the officers, the membership, and the community at large. But in order to effectively develop a sentiment which shall crystallize into definite community attitude and positive community action, practically the whole membership of the Chamber must be reached.

If you did not desire the Chamber to be made an effective instrument you would not retain membership in it, and no member has done his all when he has merely contributed his dues.

The fact must not be overlooked that the officers of the Chamber are not in any way remunerated, nor do they have any privileges which are not accorded to all the members. In addition to the payment of their dues, and their contributions to the various special funds, the officers of the Chamber are those who because of their belief in the work are giving up hours upon hours of valuable time and the best of their mental effort towards but one end—general community service.

No citizen of our country has done his all when he has devoted himself solely to his private affairs and progressed as a self-centered even though law abiding member of the community. In ordinary peaceful and prosperous times that might seem to suffice, but when danger threatens from within or without, when attack is made upon even the least of that orderly community of which he is a part, there may be demanded of him that he be ready to sacrifice even life in its defense.

A directorship of the San Francisco Chamber of Commerce has long ago ceased to be a mere empty honor. It has become a task involving the expenditure of much time, demanding the very best of one's mental equipment, a great deal of human sympathy and understanding, and no little courage.

Now, when everything calls for the utmost effectiveness of every element in the community, it is essential that the officers and the membership come in direct contact, so that there may be a clearer understanding out of which there is

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bound to come far more effective cooperation upon all the big problems which we have only just begun to face.

We might as well expect General Pershing and his officers to oppose the foe without the rank and file of private soldiers as to expect the officers of the Chamber to accomplish results for the community without the rank and file of the membership.

The membership of our Chamber is varied and widely distributed.

It covers many lines of business and includes many of the professions.

It is not in any sense a class institution, but it is decidedly a service instrument.

While the larger business concerns are of course heavy contributors to the work of the Chamber, the big bulk of the Chamber's income, power and influence comes from the aggregate of the rank and file of business and professional men and the more moderate sized establishments.

The substance of industry is not chiefly great establishments or gigantic corporations. On the contrary, it is the aggregate of middle size industrial establishments which constitute our manufacturing strength and are the chief sources of industrial opportunity for the individual as well as the steadiest contribution to the national comfort, convenience and need.

The 275,000 manufacturing establishments of the United States employ but an average of 25 wage earners. Only 3,819 such establishments have an individual production valued at a million dollars or over; only 1,996 such establishments employ more than 500 each of our 8,000,000 wage earners and only 8,470 employ from 100 to 250 wage earners. SIXTY PER CENT OF OUR MANUFACTURING ESTABLISHMENTS EMPLOY 20 WAGE EARNERS OR LESS. *Indeed, the largest part of our manufacturing workers are employed in plants operating with from 100 to 250 wage earners.*

It is true that in our work in the Chamber we force the heaviest share upon the heads and representatives of the larger institutions, and we deem that to be only fair, because they can better afford to serve. And therein lies perhaps the greatest value of the organization to the community.

The Chamber serves as a constructive business cabinet.

Hardly a day goes by that there is not at least one important conference upon a subject of vital concern to the City, the State, or the Nation.

It may be at the call of a Committee—or a special conference at the call of your President. And the attitude of our ablest and busiest men is such today, that immediate response is made to any call upon them by the President of your Chamber, and so we are able to obtain for the good of the City, State, and Nation, the counsel of the best brains we have, and those ablest to deal with any particularly important subject.

Thus, through the Chamber the community commands at a moment's notice a cabinet of the most democratic sort in the interest of all its people.

I shall not attempt to deal with the various phases of the work in detail, but I feel that I should make brief reference to our Chamber's Law and Order Committee.

We have started upon a big work and have made considerable progress. It has commanded Nation wide attention, and has been a *powerful influence in restoring confidence*

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While the larger business concerns are of course heavy contributors to the work of the Chamber, the big bulk of the Chamber's income, power and influence comes from the aggregate of the rank and file of business and professional men and the more moderate sized establishments.

The substance of industry is not chiefly great establishments or gigantic corporations. On the contrary, it is the aggregate of middle size industrial establishments which constitute our manufacturing strength and are the chief sources of industrial opportunity for the individual as well as the steadiest contribution to the national comfort, convenience and need.

The 275,000 manufacturing establishments of the United States employ but an average of 25 wage earners. Only 3,819 such establishments have an individual production valued at a million dollars or over; only 1,996 such establishments employ more than 500 each of our 8,000,000 wage earners and only 8,470 employ from 100 to 250 wage earners. SIXTY PER CENT OF OUR MANUFACTURING ESTABLISHMENTS EMPLOY 20 WAGE EARNERS OR LESS. *Indeed, the largest part of our manufacturing workers are employed in plants operating with from 100 to 250 wage earners.*

It is true that in our work in the Chamber we force the heaviest share upon the heads and representatives of the larger institutions, and we deem that to be only fair, because they can better afford to serve. And therein lies perhaps the greatest value of the organization to the community.

The Chamber serves as a constructive business cabinet.

Hardly a day goes by that there is not at least one important conference upon a subject of vital concern to the City, the State, or the Nation.

It may be at the call of a Committee—or a special conference at the call of your President. And the attitude of our ablest and busiest men is such today, that immediate response is made to any call upon them by the President of your Chamber, and so we are able to obtain for the good of the City, State, and Nation, the counsel of the best brains we have, and those ablest to deal with any particularly important subject.

Thus, through the Chamber the community commands at a moment's notice a cabinet of the most democratic sort in the interest of all its people.

I shall not attempt to deal with the various phases of the work in detail, but I feel that I should make brief reference to our Chamber's Law and Order Committee.

We have started upon a big work and have made considerable progress. It has commanded Nation wide attention, and has been a *powerful influence in restoring confidence*

in San Francisco's citizenship, and its ability to deal with its big problems in a large and determined spirit.

As I definitely stated at the very outset, we entered upon this work with a deep conviction as to its importance, and we determined that there should at no time intrude itself the slightest element of rancor, hostility, or narrow prejudice.

I doubt not that we have made mistakes, but we have not deviated from the course upon which we set out. *I stated clearly at the Mass Meeting which created the Law and Order Committee, and without equivocation, that the Chamber was not out on any Campaign to destroy labor unions and that it would not undertake anything of that character; that there need be no mistake about our program unless deliberately misinterpreted and deliberately mis-stated; that no law abiding workingman but should support it, that no law abiding union man need fear it in the slightest. Not once have we deviated from that program and that policy, and since the creation of the Law and Order Committee, the only labor organizations that have suffered have been those which have sought to gain unjustifiable ends by indefensible means.*

We have not pursued any gum-shoe methods, and in every struggle our position has been placed squarely before the people, and as a rule by paid advertisement in the public press. We have been attacked and misrepresented; and in connection with the bomb cases, without any foundation whatever in fact, we have been subjected to a Nation wide campaign of villification based upon the most damnable falsehood.

At no time do we consent, or are we parties to, the settlement of a controversy on the basis of expediency. We cannot consent to the gaining of temporary relief from inconvenience and disturbance, out of a sense of fear or hesitation to meet an issue which might involve a defense of the very keystone of those principles which are the foundation upon which our National structure has been erected.

Today we are organizing nationally every human resource to give us power to maintain throughout the world the rights of peoples. That power must be in organization that is sound to the very core. The first essential to the maintenance of that position before the world is that those principles be defended at home; and so we have addressed ourselves to the maintenance of those fundamental and inalienable human rights which the constitution of our country aims to safe-guard.

Since its formation in July, 1916, the Law and Order Committee has been steadily at work, and during the periods of stress the members have practically given up their own business and devoted themselves almost exclusively to the work of the Committee. During the past six or eight months the chief burden has fallen upon four because of the fact that Mr. Geo. Rolph of the Committee has been giving his entire time, and of course, without pay, in the National Service under Mr. Hoover. Some day I hope the people will understand and appreciate the wonderful patriotic work performed by Mr. Geo. Rolph in handling our country's war time sugar problem.

Our work has been difficult because constructive and without precedent, but we are deeply gratified over the progress made. Our purpose is better understood, and while we have made but a beginning, it is now quite generally realized that we are dedicated to our task and will not rest until we shall have succeeded in bringing about a better understanding and attitude and the healthiest possible industrial conditions in our city and vicinity.

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The Chamber is positive in its attitude. It is constructive and stimulative. It uses to the utmost its power to develop those things which promote the general public welfare, and it opposes only those activities which are wasteful, extravagant, destructive, lawless and unpatriotic.

It seeks to crystallize into positive and effective action for the common good, the best intelligence and most patriotic spirit in the community.

This organization can never shirk. It must never be possible to term it a slacker. It must bear its big share of the burden of Community Service, and now especially in the Nation's interest.

There will be many demands upon our people, and it is for us to give every assistance in our power as an organization to every worthy cause; and each in proportion to his ability and his means, must do his part.

It makes no difference what may be our ancestry or our nativity.

Every citizen has had equal right and equal opportunity with every other citizen to select our Government.

It represents this Nation as a whole.

Patriotic constructive criticism is not and never will be denied us. We must not attempt criticism in any other spirit.

Our Government after long hesitation found it necessary to enter the struggle and declare war for the protection of our people's rights and our very homes. America is our Country, and if the least of our people be unjustly attacked we must arise with our full strength in that citizen's defense.

WE MUST WIN—no matter what it involves. We cannot shirk—and meanwhile to the fullest extent of our ability we must alleviate distress wherever it may be. We cannot do less than our very best. We have not begun to learn to serve or to give.

We must keep up our home charities.

We must buy Liberty Bonds.

We must buy War Savings Stamps.

We must maintain that wonderful agency for the relief of suffering—the Red Cross.

We must do for our soldiers and sailors, who, up to the time they face the fire, should have AT LEAST as good as the best we have at home—and so we must unstintingly support the agencies that work to that end, such as the:

Young Men's Christian Association.

Young Women's Christian Association.

Knights of Columbus.

Salvation Army.

The War Camp Community Recreation Fund.

And then we must be prepared to give in full measure for the relief of dire distress in *France, Belgium, Armenia, Serbia, and wherever need arises.*

I count upon you to do your part in proportion to your ability, and we will do our best to protect you against the grafter and exploiter.

We count upon you to carry the message—first in your own hearts, and then to give its full purport wherever you go—the spirit of patriotic service to the utmost of our capacity, even to yielding life itself, if the Nation need it.

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Chamber of Commerce

"War Savings and Thrift", *by Eustace Cullinan, Chairman of the San Francisco War Savings Stamps Committee*

I WANT first, as a Director of the War Savings Campaign in San Francisco, to thank the officers and the members of the *Chamber of Commerce* for the *very important help* that they have given to the *War Savings work* since the beginning. In that respect, however, they have been in accord with the entire business community of San Francisco which, without one single exception, has responded with the most patriotic alacrity to every call that has been made upon it by our Committee for service in connection with the War Savings work.

Modern war, as we all know, is not as war used to be, an affair of a small professional army which waged its campaigns while the civil population at home pursued its usual occupations.

Modern war is a conflict of embattled nations. Every man, woman and child in the population of the belligerent countries is as much a part of the armed forces of his nation as if he wore the uniform and carried a rifle in the swamps of Flanders or manned a gun on the deck of some reeling destroyer in the Bay of Biscay.

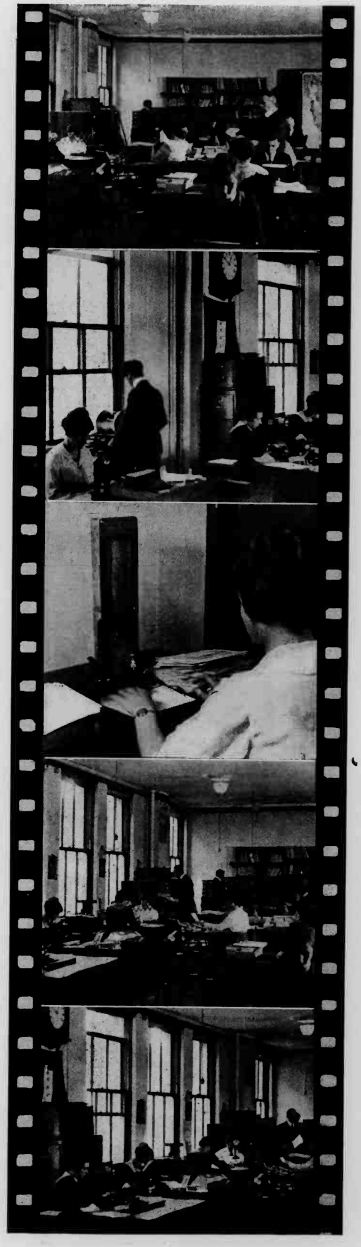
Every one of us here is in this war, and *must* sacrifice at the nation's call everything that the country calls upon him to sacrifice.

We at home, as part of the fighting forces of the United States, have the lighter burden. We pursue our usual affairs with our homes secure, with our property and our persons secure, with our wives and daughters and our sisters and our mothers secure, only so long as that hard pressed Western Front holds up, as it will hold up until the day of ultimate victory.

And in order that that Western Front may hold fast, in order that our ships at sea and the ships of our Allies may defend the ocean against invaders, we at home must see to it that our forces on land and sea are supplied with all the material of every kind that they need for their comfort and for the purposes of victory.

We cannot go on living our usual wasteful, extravagant American life and at the same time send to the boys abroad the material that they need. We cannot do business as usual, we cannot spend as usual, we cannot burn up in our civilian and domestic life the material of the nation—the products of labor—without depriving our forces abroad of what they need. There isn't enough to keep us going in the usual way and to keep them supplied, and therefore we must slow up, we must forget the shibboleth which has done so much harm. We can't do business as usual, we can't spend as usual, we can't waste as usual.

We call upon the young men of the land—the cream of our population—young men with all their lives, their futures and their hopes before them—we call upon them to go abroad and make for us and for our country if need be, the supreme sacrifice of their lives. They are willing to do that, but when they ask us to help them by sacrifices of our luxuries, sacrifices even of our comfort, by making sacrifices, if necessary, to the very necessaries of life, I am sure there isn't any man or woman here—there isn't any man, woman or child in the country, who understands his duty, that will



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hesitate to make any such sacrifice that our boys abroad call upon us to make. And our men on land and on sea do call upon us for helpful sacrifice. This war cannot be won without sacrifice, privation, suffering, on the part of each one of us.

In order to drive home this lesson, the government proposes to borrow two billion dollars by the sale of Thrift Stamps in denominations of twenty-five cents and War Savings Certificates in denominations of five dollars.

If the only purpose of the government, however, were to raise the two billion dollars, it would be very much easier to do it by the sale of Liberty Bonds of larger denominations. *But the government wants every Thrift Stamp to represent an actual sacrifice made by the man, or woman, or child that buys it.* The government expects that every purchase of a Thrift Stamp or a War Savings Certificate, will represent some diminution of the demand on the products of labor and on the stored up surplus material of this nation, and unless our investments in Thrift Stamps and War Savings Certificates represent that sacrifice, that diminished demand upon the resources of the nation, the purpose of the whole campaign will have failed.

Now in order that these stamps may be put before the public, we ask every man who has a place of business to become an agent for the sale of the stamps.

The duties of an agent are extremely light and there are no responsibilities connected with it—*no red tape*—you don't have to make any accounting to the government. All you have to do is to buy and keep on hand a sufficient quantity of Thrift Stamps to supply the demand that is likely to be made upon you at your place of business by your employees or by the public who come to your store, or factory or whatever your place of business may be.

From day to day you can replenish your stock by asking the letter carrier to bring on his next round the quantity of stamps you need so that only a very small revolving fund need be tied up, and that only for a day. There is no expense and no trouble. We don't even ask you to urge the sale of these stamps upon the public, but we do ask you to do what you can to stimulate your employees and your families to buy the stamps. I say your families because the difficult thing in this campaign is to drive home the fact that it is for each one of us—not the man in the next seat—it is for us individually, to do the saving. Each one of us should ask himself each night what sacrifice and what effort he has made that day to help win the war.

There are thousands of patriots willing to let others make sacrifices, but there are fewer who think first of making the sacrifices themselves. There are thousands of patriots who are eager to help the nation by telling other people what to do, but there are fewer who feel that they would rather serve than command. Most of us at home here fail, I think, to realize vividly that this is our war—the affair of each one of us—that we are all in it, and that we must all help to win it.

Now that is a very little service to render to our forces abroad and I ask you—I ask you as Americans, I ask you in the name of the Stars and Stripes, I ask you in the name of our boys in the Army and Navy, to become an agent in the service of your government and to forward so far as you can, the work of selling Thrift Stamps to people who are saving when they buy the Thrift Stamps.

Chamber of Commerce

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Chamber of Commerce

Pertinent Points on Hooverizing in the United States, *by Lieutenant J. B. Dagger of the British Recruiting Service in San Francisco*

WE WILL Hooverize on the applause and give me all the more time to speak. After listening to all these first-class orators, it again brings to my mind the American ballad: Out of a city of 600,000 why do you pick on me? But at the same time, I am here to speak on another subject.

Needless to say, by my accent you will know perfectly well that I am not interested in the financial part of this war. Everyone knows that the last thing a Scotchman thinks about is money—(Laughter)—I meant to say "at night" but you didn't give me the time.

Now, gentlemen, all joking aside: As far as the American public is concerned, there is no doubt whatever about the response from a financial point of view. It is as safe as the Western Front at the present time. Before I give you the message I want to tell you that the Western Front is composed of the finest manhood in the world, and like the finest steel, it may bend but it will never break. That is absolutely true. Now, I come from a country where sacrifice means something real, and I don't want you or anybody that you may carry this message to, to camouflage their patriotism.

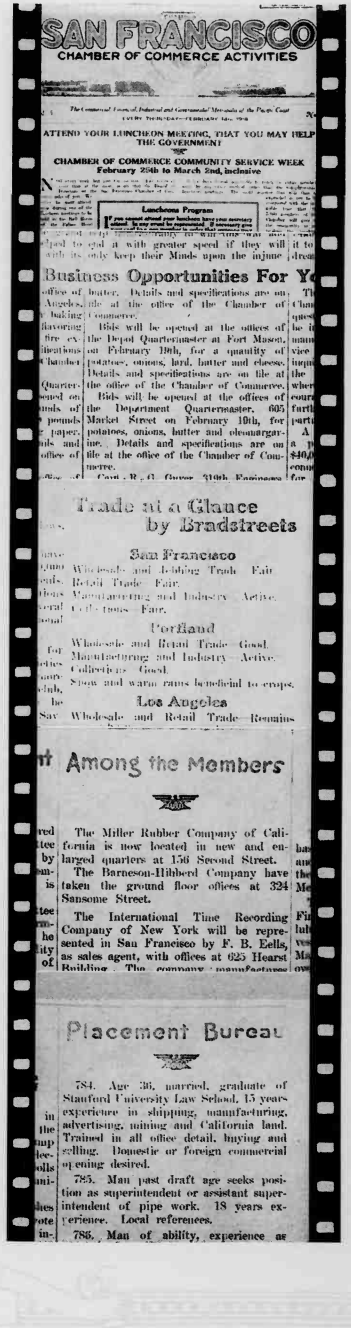
Some unfortunate phrases have been coined in this war, some came from the United States and some from the old countries. I shall refer to only two. One is "*Business as Usual*," and the other is "*Do Your Bit.*" Doing your bit isn't enough. It ought to be cut out. You have got to do your absolute best and keep on doing it, and in this way comes the question of sacrifice. I am simply putting it to you as a man. Have any of you individually, felt any personal inconvenience in your sacrifice? Giving a check to a charity is all right but it isn't driving home the feeling of sacrifice. If I could only draw to your attention and paint for you the picture of sacrifice that I have seen in the old country, it would save me making these remarks today.

I want to see you people, especially employers of labor—it is a question that concerns you and concerns the future of your country when this war is finished, apart from carrying on the war—wipe out the slacker, the pro-German.

Do I presume too much, gentlemen, when I entreat you to grapple with the danger that lies at your very door? I refer to the line of demarcation, already wearing dangerously thin, between Liberty, the great principle for which we are fighting, and License.

The pro-German is not the only enemy in your midst; there is the Bolsheviki of labor who, ignoring the high principles at stake, for which the flower of the manhood of this country has gone to fight, not only decline to do their best, but through either strikes or threats against the willing worker, control and regulate the output of materials absolutely essential to the carrying on of this war.

The writing is on the wall, and the time is at hand when you will be called upon to justify your claim to be termed "Captains of Industry." The laborer is worthy of his hire, but let there be no truckling or pandering to organized labor; take heed that the cruelest blow England had dealt



SAN FRANCISCO
CHAMBER OF COMMERCE ACTIVITIES

ATTEND YOUR LUNCHEON MEETING, THAT YOU MAY HELP THE GOVERNMENT

CHAMBER OF COMMERCE COMMUNITY SERVICE WEEK
February 25th to March 2nd, inclusive

Luncheon Program

Business Opportunities For Y

Bids will be opened at the offices of the Depot Quartermaster at Fort Mason, on February 19th, for a quantity of potatoes, onions, lard, butter and cheese. Details and specifications are on file at the office of the Chamber of Commerce.

Bids will be opened at the offices of the Department Quartermaster, 607 Market Street on February 19th, for potatoes, onions, butter and oleomargarine. Details and specifications are on file at the office of the Chamber of Commerce.

Trade at a Glance by Bradstreets

San Francisco

Wholesale and Jobbing Trade Fair.
Retail Trade Fair.
Manufacturing and Industry Active.
Collections Fair.

Portland

Wholesale and Retail Trade Good.
Manufacturing and Industry Active.
Collections Good.
Snow and warm rains beneficial to crops.

Los Angeles

Wholesale and Retail Trade Remains

Among the Members

The Miller Rubber Company of California is now located in new and enlarged quarters at 156 Second Street.

The Barneson-Hibberd Company have taken the ground floor offices at 324 Sansome Street.

The International Time Recording Company of New York will be represented in San Francisco by F. B. Eells, as sales agent, with offices at 625 Hearst Building.

Placement Bureau

784. Age 36, married, graduate of Stanford University Law School, 15 years experience in shipping, manufacturing, advertising, mining and California land. Trained in all office detail, buying and selling. Domestic or foreign commercial opening desired.

785. Man past draft age seeks position as superintendent or assistant superintendent of pipe work. 18 years experience. Local references.

786. Man of ability, experience as

her in the early days of this war came, not from the Germans, but from organized labor.

This isn't the time to be squabbling over a few pieces of silver, when America's best are offering their very lives at $1 a day. You conscript your soldiers, why not conscript your labor?

If you would ask any of the Commanders on the Western Front which they would rather have, a million dollars or a thousand men, they would tell you right off they would rather have the thousand men. We can borrow dollars but we can't borrow men.

You have heard me mention Germans. I am not going to talk about the subject today. I want to keep as cool and collected as possible. There are two things that are lower than a German and that is a pro-German and a slacker. Now, you have slackers by the thousand in this same state, in any city you will find them.

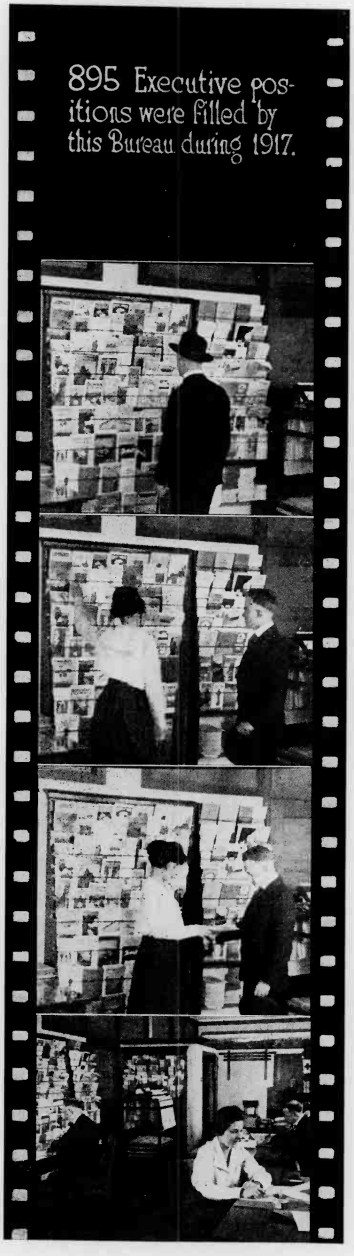
You members of the Chamber of Commerce ought to take these remarks of mine to heart and comb out every allied slacker that you have in your midst at the present time. Why should men of allied countries be in this city by the thousand taking the jobs of American boys that have been sent on the draft?

Now, I know where the shoe is going to pinch. I know employers have told me: "Don't you take the Scotchmen away from us. They are our best mechanics." I told them that they may be their best mechanics but they are the worst Scotchmen I have ever seen. That is where the employer didn't see his way to make a sacrifice. Never mind if he can't turn out his full capacity, nor the goods as perfect as heretofore. There is where we are asking the sacrifice. That is the real test.

If there are any employers of labor here who have allied subjects—objects, I ought to say—working for them, now is the time to tell them on Saturday is your last pay check. You are skimming the cream from this country. You are taking everything that Uncle Sam will give you and taking none of his responsibilities. I hope this great body of men will be used later on to frame up some act to ask these pikers after this war is finished: "Where were you during the war, from 1914 to March, 1918?" I am glad to say that Britain and Canada have arranged to haul these pikers in and ask them if they are fighting for their native country or Uncle Sam and if they aren't fighting now we will pack them out of a country they have no right to be in.

Let me tell you employers of labor that in the old country when the loyal Britishers downed tools and went to the front their places were filled by people who were unworthy of the name. When the order came that tradesmen in the coal mines, the iron works and the ship yards were not allowed to go to the front as they were required at home to build ships and dig coal, these loyal Britishers that could hardly write their own name, filled the applications as clerks, insurance agents, etc., to get by the recruiting officer, to be sent to the front. We sent a lot of these men back.

There are a lot of pikers in this city who are playing the game by doing their bit. They will do a certain amount of work as a day's work and no more. We handle these people thuswise: We take the report from the heads of departments and the foremen and we separate the men who are doing their best and the men who are doing their bit. Both are paid alike, making from $25 to $40 a week, and we take the man who is simply flimflamming his country by saying he is doing his bit and we send him



her in the early days of this war came, not from the Germans, but from organized labor.

This isn't the time to be squabbling over a few pieces of silver, when America's best are offering their very lives at $1 a day. You conscript your soldiers, why not conscript your labor?

If you would ask any of the Commanders on the Western Front which they would rather have, a million dollars or a thousand men, they would tell you right off they would rather have the thousand men. We can borrow dollars but we can't borrow men.

You have heard me mention Germans. I am not going to talk about the subject today. I want to keep as cool and collected as possible. There are two things that are lower than a German and that is a pro-German and a slacker. Now, you have slackers by the thousand in this same state, in any city you will find them.

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to the trenches for two bits a day. You know perfectly well men are working for you who are doing this thing.

I want every employer here who has a British subject in his employ to send him up to the British Recruiting Office. In about three weeks conscription will set in and then we can get them anyway. I would like for you employers of labor, at the eleventh hour, to point out their duty to these pikers that you have at the present time. Take it from me, men, a man who can't be a loyal British subject isn't fit to be a citizen of the United States.

One thing I notice also. It is perhaps apart from the purpose of this gathering, but I take a great interest in the United States. I have only been here a few months. It hasn't taken me that long to decide I am going to reside here when the war is finished. I am not like some of the people who have come up to me and say: "I am proud to shake hands with you. I am very pleased with your remarks. I am an Englishman." I say: "How long have you lived here?" He will answer: "Oh, about twenty years." I then reply: "You ought to be ashamed of yourself. A man ought not to be in doubt whether he is going to be a citizen of the United States or not, and if he is not, it is your business to know it."

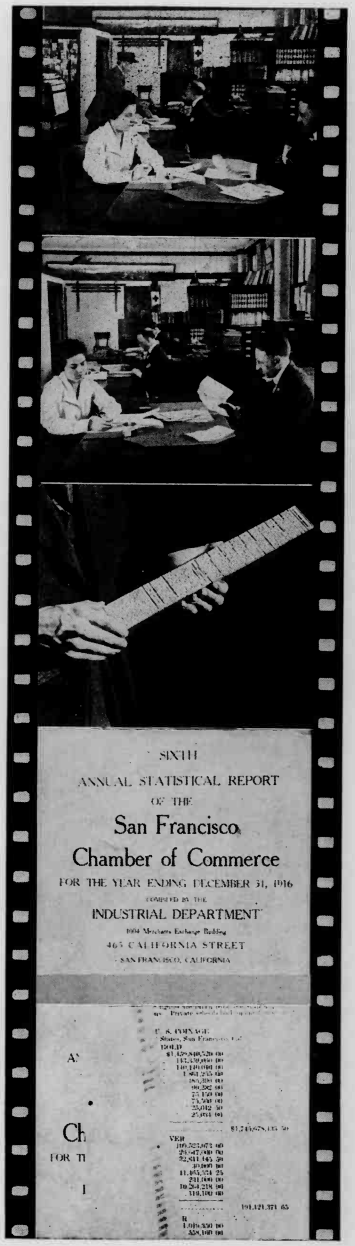
That is one of the things that is up to you people; to see that when I come to live here, I am going to live here as a United States citizen and not as a tourist.

Gentlemen, you have heard the call from Hoover about the saving of food. It has been shown to you on the screen and your speakers have touched on it. I would just like to tell you how we Hooverize on food in the old country in connection with these slimy things called spies. You have them in your midst. I read in the papers that people who have been proved enemies of Uncle Sam are fined a few thousand dollars and in some cases, not later than yesterday, I think, one who had been drawing revenue from the United States, in her service and born in the United States, was found guilty of the greatest treason, wearing the uniform of your country and still in touch with your country's enemies. He was sentenced to a period of over twenty years. If there ever was a chance to Hooverize on food, that is the chance where you people ought to begin.

Now, gentlemen, if you could just impress your government with the same enthusiasm you show these remarks of mine, and get them to work, it would encourage you more to go on with what I ask you to do. That is: To dig these vermin out. There is nothing lower than the pro-German in our midst, and we have them. Words fail me when I think of how anybody can be so lowminded and without the feelings of gratitude to the United States as to come here, welcomed with open arms, has things here that he never had in the old country—I don't care which country he comes from—and still when this country calls upon him to serve, he takes advantage of the alien act; he won't even be neutral, and let the United States fight, but he stabs her in the back.

At the present time in London you lift up a paper and you will see that spies Nos. 1038-39-40 were shot in the tower this morning. That is what ought to be done with these people who are not friends of Uncle Sam.

I would just say in conclusion, gentlemen, that those people who are so fond of coming here, and especially those renegades who have been born in this country, if they are not fit to fight for the United States, put them about six feet down.



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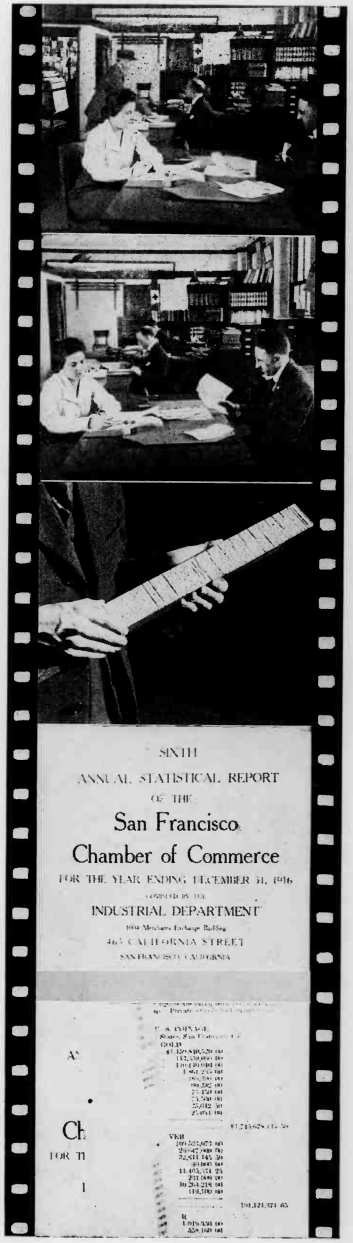
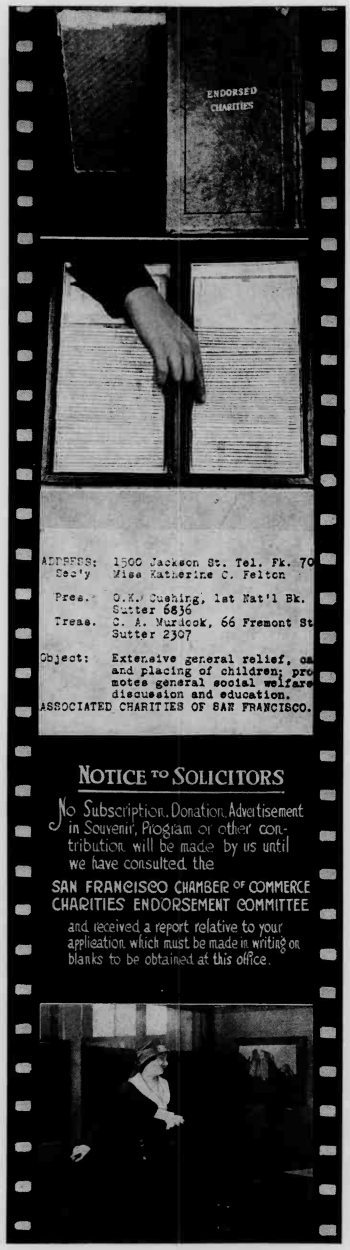



ENDORSED
CHARITIES
ADDRESS: 1500 Jackson St. Tel. Fk. 70
Sec'y Miss Katherine C. Felton
Pres. O.K. Cushing, 1st Nat'l Bk. Sutter 6836
Treas. C. A. Murdock, 66 Fremont St Sutter 2307
Object: Extensive general relief, ad and placing of children; pro mote general social welfare discussion and education.
ASSOCIATED CHARITIES OF SAN FRANCISCO.
NOTICE TO SOLICITORS
No Subscription, Donation, Advertisement in Souvenir, Program or other contribution will be made by us until we have consulted the
SAN FRANCISCO CHAMBER OF COMMERCE CHARITIES ENDORSEMENT COMMITTEE
and received a report relative to your application which must be made in writing on blanks to be obtained at this office.

"The Duty of the Man Who Stays at Home", *by John A. Britton, Vice-President, the Pacific Gas and Electric Company*

THAT most wonderful character in Biblical history, Paul of Tarsus, said in reference to the city that he loved: "I am a citizen of no mean city." I feel that you here today echo that sentiment of St. Paul's. In your hearts you are glad to say, after you have been here, that you are citizens of no mean city.

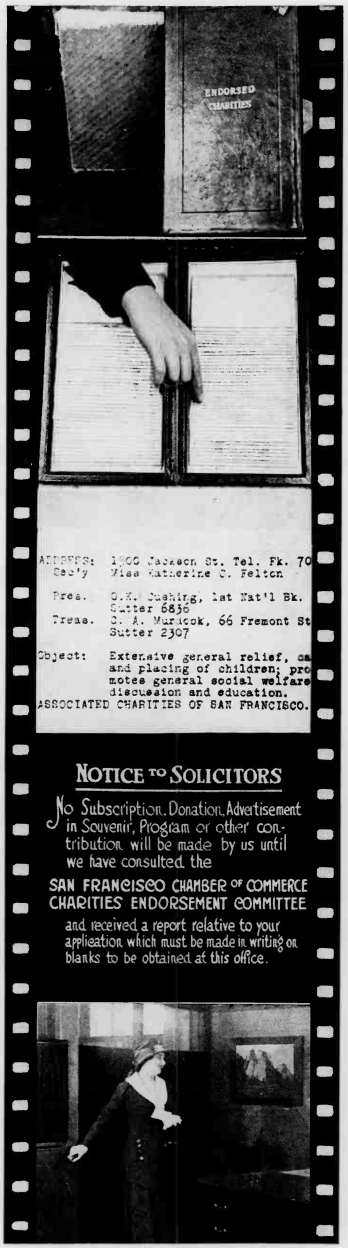
It was Thomas Carlyle, you remember, who said that an organization is but the lengthened shadow of a man. Surely the Chamber of Commerce of San Francisco, reflecting all of the good that is done for our fair city, represents in its organization but the lengthened shadow of the man who has the courage to stand up before the citizens of this city and to make it plain that the Chamber of Commerce and its membership stand not only for law and for order, but for loyalty to our flag and our country.

I am amazed that the United States Army holds within its bosom a man who, while he may not be an orator and may not be possessed of rounded periods, at least is a poet and has spoken to you in language today that must be found refreshing to your hearts and souls. He speaks for that country that we all love.

As I look around the corners of this room, I see entwined with our flag the flags of those brave countries across the water that are with us fighting that slimy snake, that horrid monster of destruction that is crawling over this country of ours and over the foreign countries, leaving slime behind it. Those whose flags decorate these walls in common with our own flag, are out to crush that snake and put their heels upon his head until he shall no longer be heard of among the civilized nations of the world.

Now, I am in love, as you are, with this community proposition. It is the only thing, men of the Chamber of Commerce and citizens of San Francisco, that can accomplish the results that you and I want. Not every one of us can be a leader. Most of us must be content to be humble followers. This war will be waged by the men in khaki in France and on the firing line of the trenches and over the top for you and for me, but only because they are willing to follow their leaders both here and across the water. We must be content to follow our leaders here. We have work to do. We haven't begun to work as yet. While San Francisco has done its share so far, and I, in tribute to what I know of the men of San Francisco, take off my hat and bow low to them for their loyalty and for the work that they have done, I want to tell you right now, from my vision of things, that you have only begun to work.

We want you to do what the Nation desires you to do, but for the sake of your boys and my boy you have got to devote yourselves from now on, and until further orders come from our Commander in Chief, to the one thing of winning this war. It can't be won by words. It can only be won by deeds, and the only force and effects of words coming from any man must be to incite you to renewed purpose, to renewed energy, to renewed giving—and giving until it hurts. You haven't been hurt yet but you are going to be hurt because you are facing days of troubles and of trials. Don't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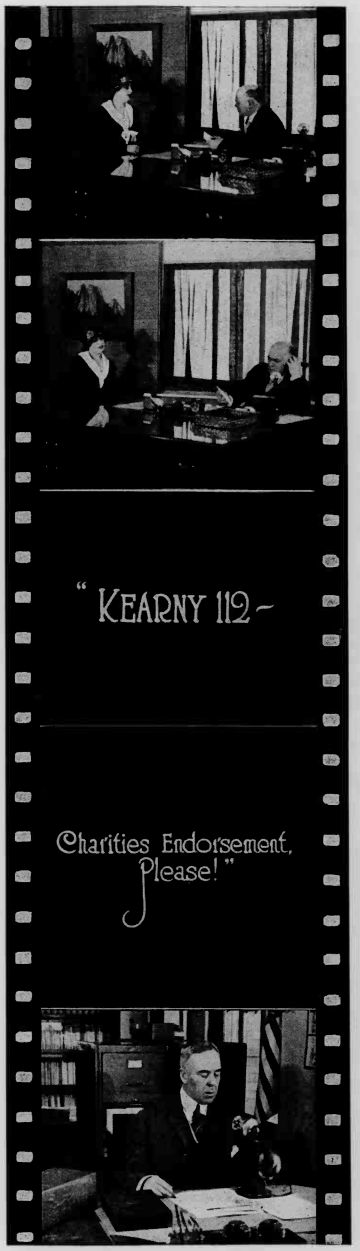
What if that Western line should approach, with its red horrors and possibilities, across the Sierra Nevada and you be faced with it a few miles distant from your homes? Think of that. Put yourselves in the place of those devastated countries, and then with your charities and your hearts go out to those poor people with whose sufferings not even hell, the hell of our teachings, compares. They know more hell over there in a moment than the vilest sinner of us knows—will ever know as long as he lives.

As I look into those boys' eyes who are standing in the doorways in uniform, I am moved with this thought that I give you in closing: Theirs is the real sacrifice, made by them with smiles upon their faces, with cheer in their hearts, and I tell you we can do but little as compared with what they are readily and willingly prepared to do.

It is your part and my part, we who stay here and enjoy life, to do those things that we should do, and that God Almighty in His wisdom is calling upon us now to do for the sake of humanity, that when those boys, such of them as come back from the front, meet us you and I can square our shoulders and can say to those boys: "While you were gone and fighting for that Flag and these flags, in defense of humanity, we at home were doing all that we could for you." If you don't do it you are slackers.

I have known San Francisco for one-half century and I will pledge my life and my honor that San Franciscans, in this or any other crisis, will never be slackers.



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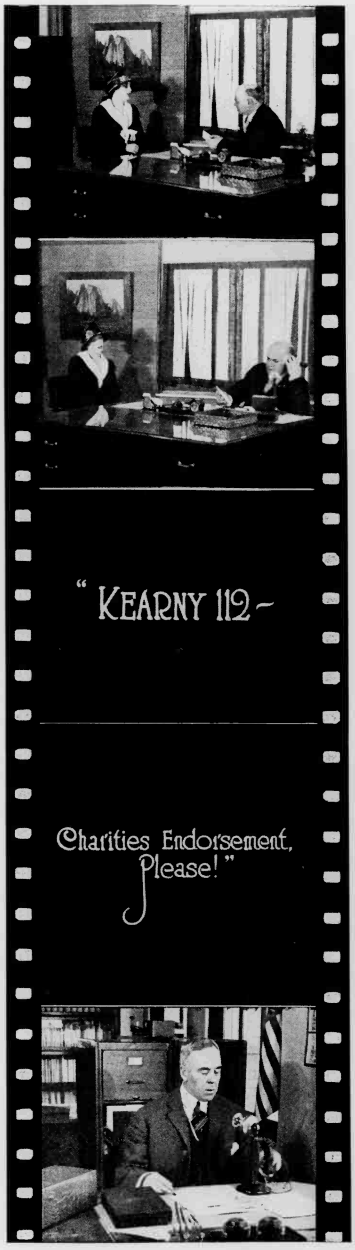
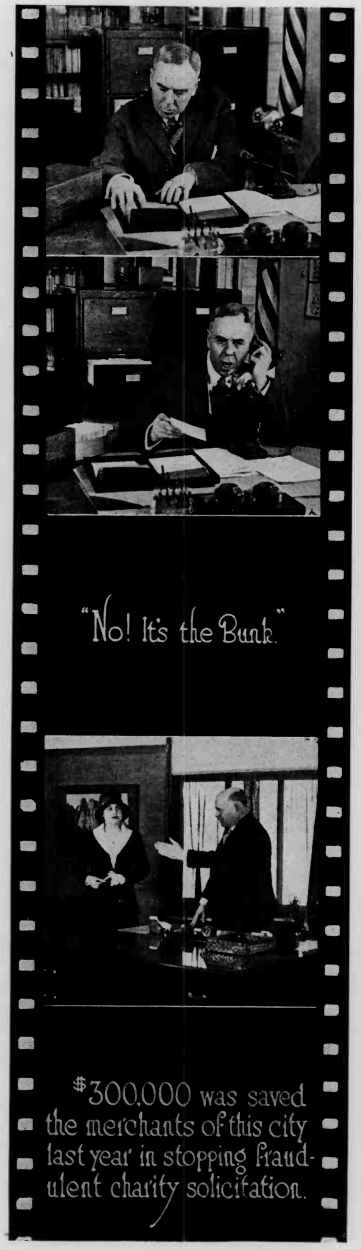




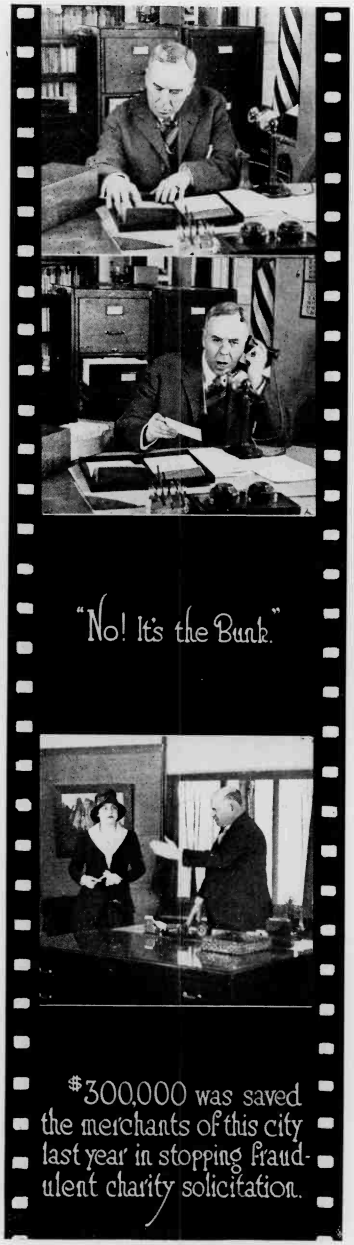
Aid the American Businessman Can Render Army Recruiting Service, *by Major W. H. Brooks of the U. S. Recruiting Service*

I HAVE been asked to tell you in what way you, and the community you represent, can be of most help to the local recruiting office in carrying forward its work. You have helped us materially in the past, and you can be of far greater help to us in the future. It is to point out to you definitely just how, and in what way, that I hope to be able to do now. But before we come to that, brief as is the time allotted to me, I want to sketch hastily what, in a general way, we have done, and show what remains to be done. For this purpose I shall speak metaphorically, because I believe that metaphor, crude and faulty though it be, is illuminating and convincing, and unless I am able to speak convincingly, I shall fail to do what I have undertaken to do. James Russell Lowell in his essay on Democracy says that a metaphor is not argument though it be sometimes the gunpowder to drive one home and imbed it in the memory. So that if metaphor is sometimes gunpowder, let us use gunpowder.

When this war was brought to us, when it was forced upon us, we were pitifully unprepared to embark upon it. Our armed forces were ludicrously inadequate. Our trained army was considerably smaller than the miserable little army of Sir John French that the Kaiser was so fond of jeering and jibing at. The United States, when it realized that it must enter the world war, found itself in the embarrassing position of an actor, who, called upon the stage suddenly to play a character role, finds himself standing helpless and naked in the wings. That is almost exactly the position in which our country found itself in April, 1917. It stood, in a military sense, stark naked before the world!

To the naked man, stripped though he be to the skin, the problem is one not difficult to solve. If he has the price he need only to send out to the makers and sellers of clothes and in short order his difficulty is remedied. But with nations it is different. The problem for us was not so easy. When we awoke to a realization of our position, we found that not only were the things necessary not available, but that the material, the military fabric out of which our wardrobe was to be cut and fashioned, had not even been woven!

Fortunately we had raw material in abundance, and hastily our master weavers set to work to weave the fabric. Since a beginning was made, busily, day in and day out, week in and week out, the shuttle has passed swiftly back and forth, from east to west and from west to east, carrying with it through the warp of our American life the threads of efficiency necessary to make a military and industrial fabric adequate to our needs. Weaving is a comparatively simple process where the pattern and design are not intricate. But in this case the pattern is both intricate and difficult. So involved and intricate is it, that unless our weavers keep cool heads and steady hands, the threads will become tangled and broken, and we shall have inextricable confusion. This fabric is partly done now, and steadily until it is done, the weaving must go on. And the supply of threads must be always plentiful and at hand. It is this latter part of the



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To the naked man, stripped though he be to the skin, the problem is one not difficult to solve. If he has the price he need only to send out to the makers and sellers of clothes and in short order his difficulty is remedied. But with nations it is different. The problem for us was not so easy. When we awoke to a realization of our position, we found that not only were the things necessary not available, but that the material, the military fabric out of which our wardrobe was to be cut and fashioned, had not even been woven!

Fortunately we had raw material in abundance, and hastily our master weavers set to work to weave the fabric. Since a beginning was made, busily, day in and day out, week in and week out, the shuttle has passed swiftly back and forth, from east to west and from west to east, carrying with it through the warp of our American life the threads of efficiency necessary to make a military and industrial fabric adequate to our needs. Weaving is a comparatively simple process where the pattern and design are not intricate. But in this case the pattern is both intricate and difficult. So involved and intricate is it, that unless our weavers keep cool heads and steady hands, the threads will become tangled and broken, and we shall have inextricable confusion. This fabric is partly done now, and steadily until it is done, the weaving must go on. And the supply of threads must be always plentiful and at hand. It is this latter part of the

task that will fall to you, gentlemen. Neither you nor the recruiting service are weavers. Every man to his trade—but we will come to that in a moment, and then I shall tell what part, as I see, that you can best play in this gigantic national effort.

Sometimes weavers use a variety of materials, and threads of different kinds and texture are woven into one fabric, and the finished product is made up of strands of cotton and of wool and linen and of silk. For this intricate thing that we are making we have already found the threads necessary to give it strength and stamina—we have found the cotton and the wool and the linen. These are represented by the strictly combatant components of our army—the infantry and cavalry and artillery. We either have those in hand or we know where they are to be had; we know where they are to come from. But in armies there is much more than infantry and cavalry and artillery. There are important staff corps without whose help and cooperation the former would be comparatively useless. It is these staff departments that make efficient warfare possible. This is more true at the present time than ever before in the world's history, for we have methods and agencies to deal with in warfare that were undreamed of a few years ago. And we must have a new type of man, a type of man that we did not send to war a few years ago. These men must come from every profession and trade and walk in life, and they must come in large numbers. They are the very cream of industrial life—the real aristocracy of labor.

The engineer corps must have highly trained artizans—skilled mechanics and map makers and road makers and bridge builders. The quartermaster's corps is charged with the work of feeding and housing and clothing and transporting the army, and it must have highly specialized experts in these lines.

The aviation section of the Signal Corps has need of an army of experts—real experts—men who are highly trained and eminently qualified to care for and repair, and remake if need be, all the delicate machinery of aeroplanes and aeroplane motors.

These men, gentlemen, are what I mean when I speak of the silk that we must have. And I want to impress upon you that it must be the best grade of silk. Nothing less than the best grade of silk will answer the purpose. It must not be a raw product out of which a high grade of silk can be made. It must be fine silk, the finished product when we get it. For we must weave at once. The looms cannot wait. And if it is anything less than the finest, our product will be shoddy. And we have had enough of shoddy.

What I mean specifically and clearly is this: It is not a difficult matter to take the raw youth of the land and by methods of intensive training to fit it comparatively quickly for the work in the trenches. Young Americans are adaptable and learn quickly. But there are neither time nor facilities for teaching and training the men who are to work behind the lines. They must know their work when they come to us. They must be capable and efficient when they step off the transports. Neither an army in the field nor an army at the base can train them. They must be already trained.

Now, gentlemen of the Chamber of Commerce, let us abandon metaphor and talk simply and in plain terms. We have as I said the infantry and cavalry and artillery, or

260 San Francis

Transportation Department

500,000 Freight Cars Saved

Nearly 500,000 freight cars have been saved since the campaign for a greater utilization of railway equipment was started some six months ago. This saving has enabled the railroads to move approximately 25 per cent more freight since the war was declared than was handled during the same period last

SECTION 1 Continued. TARIFF 1-P

CLASS RATES

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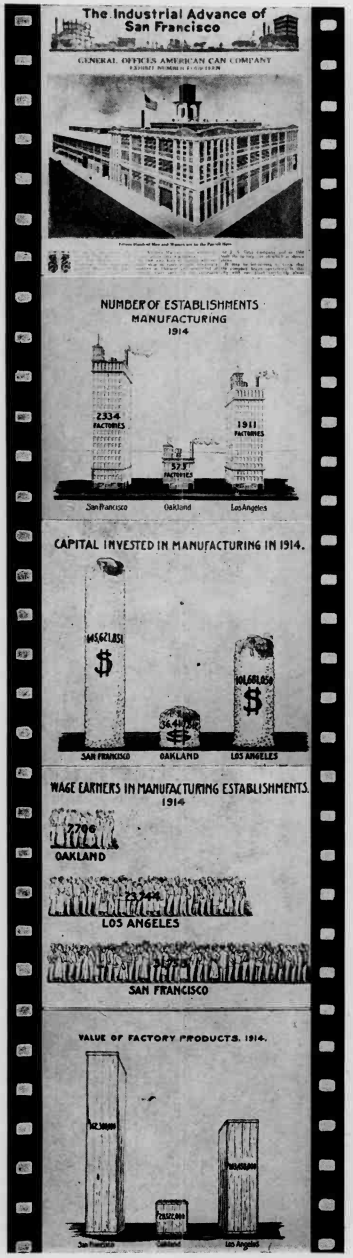
CLASS RATES



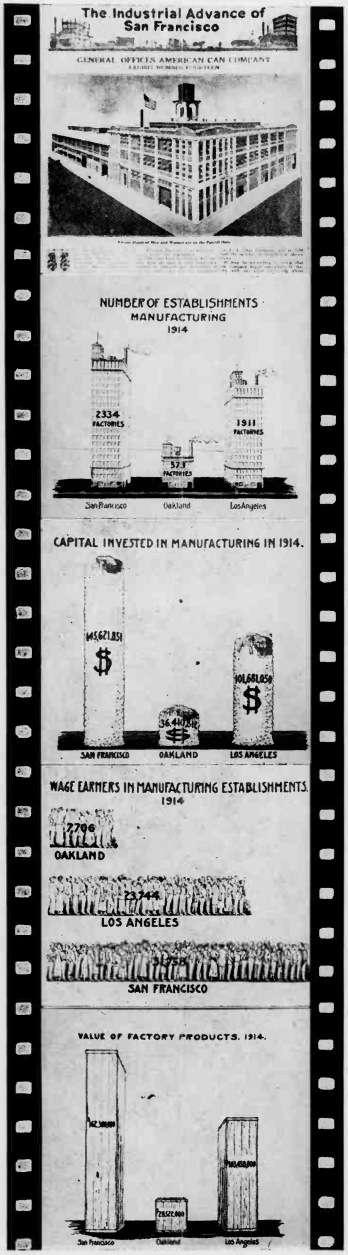
we know exactly where they are to be had. Have we got these splendidly trained experts that I have just spoken of? Frankly, we have not. I do not mean to say that we have not enlisted and inducted into the service many capable men for the staff corps. We have done that. But many of those we have secured are not up to the mark. We have enlisted a great many chauffeurs and mechanics who are very valuable to the service. But because a man can oil and drive and steer an automobile, it does not follow that he can do all of the thousand and one mechanical things that will be expected of him in France and Flanders, and later in Germany. Because a man knows something, has a smattering knowledge of machinery and gas engines, it does not follow that he is a safe man to entrust with the handling and repairing of liberty motors. We want men who have something more than a superficial knowledge of these things—the trained man, the technically skillful man, who when the call comes can step forward confidently and assuredly and do what needs to be done.

We have enlisted nearly six thousand men for the aviation section. This is for the ground service. Of course we do not expect all of them to turn out to be thoroughly qualified. Many of them have been found not to measure up to what we have a right to expect of them, and as a result we find that they are being transferred to the line, to the fighting troops where their courage and loyalty and patriotism and superficial training make of them ideal soldiers.

Then come the questions, where are these men, this silk, this aristocracy of labor, as Mr. Arthur of the Brotherhood of Locomotive Engineers calls them; where are they, where are they to come from, and how are we to get them? These are the questions you are to answer. These are the processes you are to think out and decide upon. Remember, as I told you, neither you nor I are weavers. We are the suppliers and the sorters of threads.

Gentlemen, these men are in your places of business. They are in your transportation offices, in your machine shops, in your factories, in your foundries, in your shipping offices. They are everywhere, some types of them, where brains are at a premium and where manual dexterity is required and paid for. You know far better than I do where they are, and you know quite as well as I do that we must have them, that you must let them go. Not only must you let them go, you must see that they *do go*.

If you have the men the country needs you must give them up. How you will do this, and make good your losses, you must decide. You might devise some scheme of promotion. Take the best men you have and promote them to the staff corps of the Army. Then take the next best man and promote him to the position vacated by the first man, and when he, in turn, has acquired the necessary proficiency promote him to the Army. If you go over the matter carefully you will find, I think, that this will not disarrange business as much as appears at first blush. It should not be an insuperable task to have men understudying so that there will be enough of them to push to the top as you release those at the top for service in the Army. It is much easier for you to train men to the standards you require, and the country requires, than for the country to train them. You can do this, or something like this, but the government cannot.



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"The American Red Cross and Its Work at the Front", *by Marshall Hale, Director of the Pacific Division, American Red Cross*

"It isn't the job we intend to do
Or the labor we've just begun
That puts us right on the ledger sheet;
It's the work we have really DONE,
Our credit is built upon things we DO,
Our debit on things we shirk,
The man who totals the biggest plus
Is the man who COMPLETES his work.
Good intentions do not pay our bills;
It's easy enough to plan;
To wish is the play of an office boy;
To DO is the job of a man."

—Richard Lord.

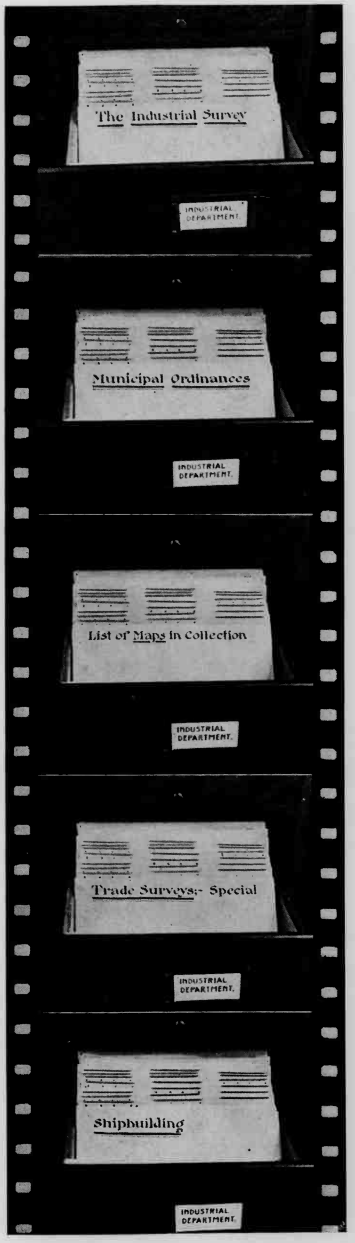
THAT is the responsibility that is placed upon the citizens of this country today. I have no fear about where the members of the Chamber of Commerce stand. I know that there is not a more patriotic organization in this country and I know that you are all going to respond to it in whatever capacity you are able to fill.

The extent of the Red Cross in this country reaches to every city, town and hamlet within its borders. Here is what a boy in Georgia said, "God bless the Red Cross, my mother is one of them. Surely it must be a comfort to the mother in California to feel that the Red Cross to which she subscribed is of service to her boy in Georgia."

It makes no difference where the boy is or where the mother is, if they serve the Red Cross those boys will be taken care of, whether they are in this land—whether they have gone across the Atlantic, or are serving in the trenches in Europe.

Now, one word in regard to the Red Cross in Europe. It was established when Major Murphy went over last June with seventeen assistants. They established port warehouses, reserve warehouses and field warehouses, for the supplies from this country that are being sent over. The military division is organized into four zones; each zone has a commander. The commander has four assistants. There is a field chief in each zone and the field chief has four assistants. They operate between the warehouses and the front.

When Major Murphy returned from his first trip to Italy, he went into the big warehouse in Paris and wanted to know what all those boxes were, fifteen or twenty thousand of them. He was told that they contained the work of the women of America and that there were a hundred thousand more on the way; he said it was a most impressive moment to him, when his thoughts were carried back to his country and he could imagine the women working in the theatres, at home, in the day time and at night, working, working, working, so that they could pile up those supplies in Paris for the relief of our armies in France. There have been sent to France over 30,000,000 surgical dressings, so that it will be impossible to have a repetition of the battle of Verdun, where in the first two or three days 85% of the wounded boys died for the want of surgical dressings, for the want of a Red Cross nurse and a Red Cross surgeon. Those boys at



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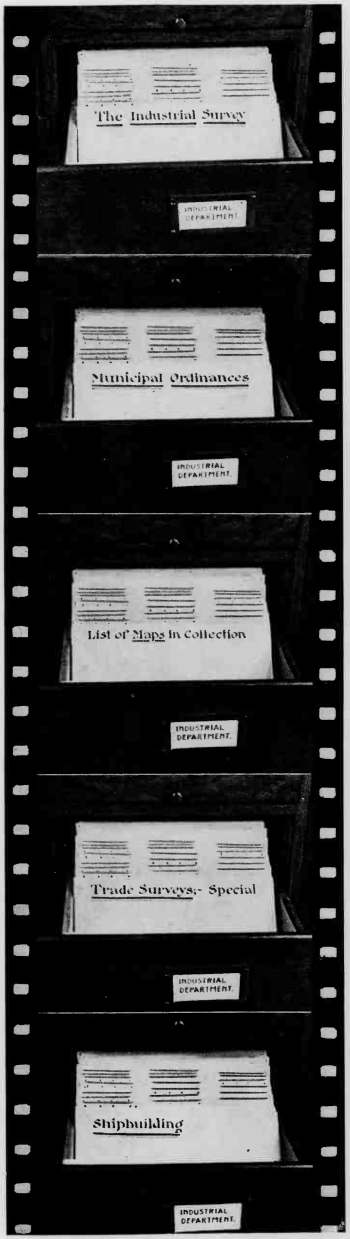

ancisco Chamber of Commerce Act
Opportunities for Foreign Trade
If you are interested write to Foreign Trade Department of the Chamber of Commerce giving number.
1793. Local party wishes to get in touch with importers and dealers in the following: muslin, silk and paper lamp shades, electric lamp stands, fancy electric carbon lamps, thermometers, dolls and brushes. Also wishes to communicate with exporters of cedar wood.
Foreign Custom Tariffs
National Laws

that time were taken into old wineries and shacks and all the buildings around were occupied with the wounded. They did not have surgical dressings and sawdust wrapped in old rags was used. One old winery, filled with the wounded, was covered with cobwebs and scaly white-wash, and in that filthy place the wounded boys had to be cared for. Today, we have mobile base hospitals that move along the lines so that when a drive comes the mobile base hospital will be taken where most needed. We can guarantee that the boys will not receive the treatment that was accorded the victims of Verdun, for in the warehouses in France there is a supply that has never been known in all history.

The Civilian Relief in France is organized to take care of the families of the French soldiers and nothing has done more to keep up the spirit of those people than this work of the Red Cross. The people of France, Belgium, Servia, and Roumania were very much discouraged and disheartened, when, on the 6th day of last April those countries were stretching out their hands to America for help, no one was more welcome than the American Red Cross which went over to France with twelve base hospitals, with surgeons, nurses, surgical supplies, blankets, hospital garments and everything of that kind. They then knew from the fact that the Red Cross had arrived that this country was with them and was going to take their part as one of the Allies.

We have taken care of the little ones, the little half-starved children of Belgium and the old men and old women who were taken prisoners into Germany and sent into Switzerland and from there, back to France. It was the American Red Cross that took care of those children who arrived without father or mother or guardian, with no food, no clothes and no home to go to. Surgeons and nurses said they just got there in time to save many a frail life. They took care of 800 per day until today there are 50,000 of these children being taken care of by the American Red Cross at Evain and other watering places of France.

The old men who came back to their ruined homes with no roofs, but sometimes the shell of the old house—the American Red Cross roofed over one room, gave him a place to sleep, gave him some food and furnished him with agricultural instruments so that he could start life anew.

A cablegram was received recently that a 500-acre farm near Tours has been obtained by the Red Cross for the re-education of crippled and mutilated French soldiers. The use of farm machinery and care of farm animals will be taught.

The Red Cross has also installed model electrical training shops at the National Professional Institute for War Cripples at Saint Maurice.

Another cablegram from Perkins, Paris, states that mutilated soldiers should and must be returned to ordinary community life and should re-enter industry on basis of competition with able bodied workmen.

France, Italy, England and the other countries have found it necessary to establish these schools so that the crippled soldiers can re-enter industrial life.

That is one of the problems that we are going to have in this country. It has been stated that some of those soldiers who return cripples to their homes, were so discouraged in life that they became demented because they could not look into the future with hope, that they could not do anything for themselves or for their country. When our boys come back we want to have schools for the cripples, so that

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National Lines

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we can teach them to help themselves—to make them again independent citizens.

The Canteen Service: Before the American Red Cross arrived, the soldiers returning for a furlough stopped at the junction places for twenty-four or forty-eight hours. There were accommodations for fifty or seventy-five people, and sometimes four or five thousand would arrive in a filthy, dirty condition, covered with vermin and in that discouraged state of body and mind they went to their homes, only to find that their loved ones had been neglected, had had barely enough to eat and after two or three days, would return to the front, passing the same canteen house and getting the same treatment, discouraged and disheartened. Today, the American Red Cross has established houses that give the soldiers a bath, clean their clothes and send them on with a word of cheer. When the boys get home, they find the Red Cross has taken care of their families, and with a hope that they are going to push this war to a conclusion and win, they return to the trenches with a better spirit.

That is the spirit that the Red Cross is putting into the people over there. Down in Italy at the Piave front, when that drive came, people of Italy misunderstood this country in the great struggle. We had not declared war on Austria, but within four days after the declaration of war, the American Red Cross arrived and was there to take care of the returning refugees coming from the front, before the Italian Red Cross arrived. Mr. Murphy telegraphed to every one of the Consuls in Italy, asking them how much money they needed. Every one was given the amount asked to take care of the suffering in their respective towns.

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Grain Trade Departmen
The following are final estimates of grain production in California for 1916 and 1917:
1916 1917
Wheat, bushels.... 5,000,000 6,530,000
Corn, bushels..... 2,048,000 2,550,000
Rice, bushels 3,203,000 5,120,000
Potatoes, bushels..10,575,000 13,900,000
Oats, bushels..... 6,500,000 6,650,000
Cotton, bales..... 43,620 50,000
Sugar Beets, tons. 1,403,000 1,700,000
Barley, bushels...33,320,000 35,200,000
Beans, bushels.... 4,175,000 9,280,000

Address by William Sproule, President of the Southern Pacific Company, delivered at the Palace Hotel during "Community Service Week"

AMONG the other tactful things that your chairman does, for he always says and does tactful things, he calls upon me to be the last speaker, and in acknowledgment of the fact leaves me but one minute. I shall endeavor to keep within his schedule.

In thinking over the proceedings of the meeting today, which is the first one of these meetings I have had the opportunity of attending (having been out of the State during the earlier part of the week), I am impressed with the fact that it represents three essential factors; and all to the winning of the war.

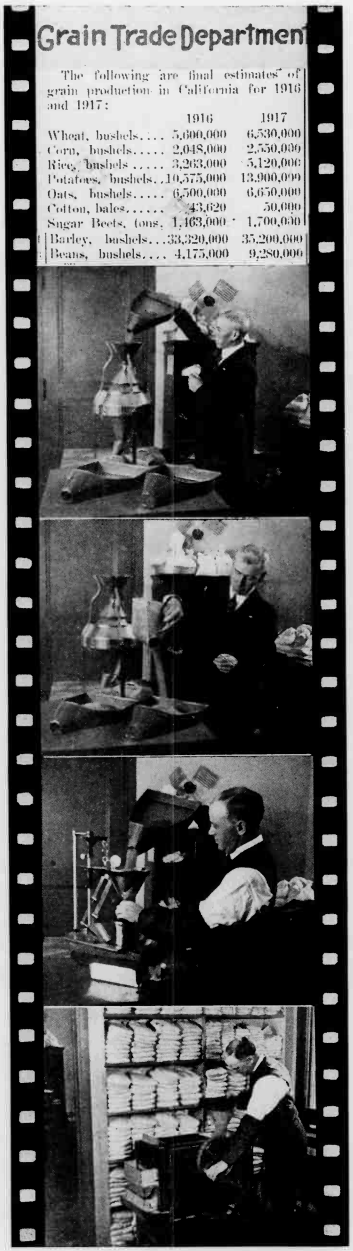
First; We are beginning at home to do that thing which is essential to be done—the arousing of the national spirit. There is no national spirit unless there is community spirit and the Chamber of Commerce stands for that.

So long as we have high minded men willing to give of their time and their talents to the service of this community in a broad and disinterested way with the great living problem of maintaining law and order and all this embraces, as their guiding motto and aim, so long will this city be fortunate, and in taking council with them, and they with us, this city will move along in the upward and onward path.

The arousing of the national spirit is one of the most difficult with which we have to contend in this time. This is a nation organized for peace. Within a short time, leaving us but a brief interval, we are summoned to re-organize ourselves for war. A nation at war is a nation at work and the work which we are called upon to do is not that to which we are ordinarily accustomed. It is not business as usual, it is a very unusual business. We are very apt to resent self-denial. That man will go forward and courageously offer his life where he will carp and quibble about denying himself the things to which he is ordinarily accustomed. But now we have come to the parting of the ways, where each one of us has to make up his mind if we win this war as a nation, that the individuals of that nation have to make sacrifices and have to exercise self-control, self-discipline and self-denial.

Second; We heard this afternoon in an eloquent and terse way the call for the buying of War Savings Stamps, of Thrift Stamps. That call struck home to me. The junior members of my family have been buying thrift stamps. I haven't bought one. I will leave this room today and out of the money in my pocket I will take some of it and buy those stamps and I will deny myself something—and not substitute something else.

I am in sympathy with the various purposes for which we are called on for money. The essential purpose is war. We have to pay our income tax, whether we like it or not. Let's like it. It doesn't make any difference to Uncle Sam whether we like it or not. It does make a difference to those men in uniform over there. Pay up. Be glad you have the income out of which to pay. You don't deserve the income unless you pay up and are more than willing. These men are going to the front to do your fighting for you. It is your duty to provide for them there. Pay up.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The Food Administration, Its Purposes and the Necessity for Conservation in the United States, *by Ralph P. Merritt, Federal Administrator for California*

BEFORE speaking to you directly upon the subject which Mr. Koster has assigned to me, I cannot forego the opportunity of mentioning to you the debt of gratitude which the Food Administration already owes to the Chamber of Commerce of San Francisco.

The fact that today more housewives of California belong personally to the Food Administration than belong in any other state, in proportion to the number of people; the fact that these people voluntarily became members of the Food Administration, is due alone to the support of the Chamber of Commerce of San Francisco and the organization which it so generously loaned to the Food Administration.

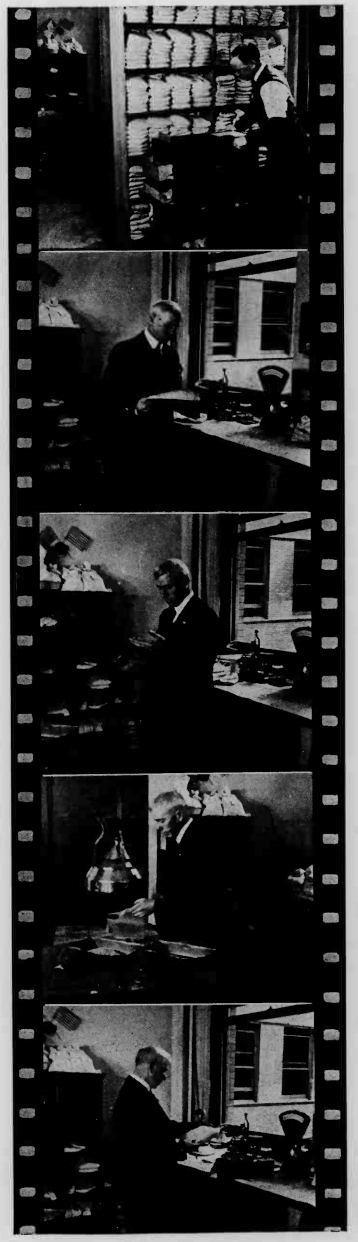
I cannot forego mentioning that fact, because not being a member of your organization, I want you to know how much it is appreciated by the Federal Government.

As soon as Mr. Hoover raised the battle cry "Food Will Win the War" similar slogans were heard and ships, money, men and fuel joined with food to win the struggle. They are all true. One more should always be added. *"Team work will win the war." Nothing can be neglected—all must be pressed so that we do our utmost—not our "bit."* "Team work will win the war." But while we prepare men and build ships we must produce food, because failure in food supply any time in the crucial six months ahead will lose the war. England's army is our army, France's munitions are our munitions, Italy's strength is our strength. For the next six months we are no stronger than the combined strength of our associates, England, France, Italy. Their morale is ours—and their morale depends upon our success in bringing them immediately, food—food in ever increasing quantities.

The business, therefore, of the United States Food Administration is to mobilize the food of this country so that first, our associates may be fed—not only their army but their millions of men and women withdrawn from food production for war activities—and the families of soldiers and workers. The people of Europe, between today and next harvest, will have as much food to eat as we save and no more. The measure of our voluntary saving is the amount of food our associates will have and no more. Second, to feed our own army and navy—now nearly two million men. And third, to feed our own people with sufficient food at reasonable prices in order that the tranquillity of the people may be maintained. No Bolsheviki doctrine can be preached to a hungry people of this country. The tranquillity of our people must be maintained and will be maintained at all costs.

To carry through this programme the Food Administration is working under the leadership of a great American—Herbert Hoover—big hearted, modest, far-seeing, unselfish servant of his country and one of the leading citizens of the civilized work.

Mr. Hoover has undertaken something never before done in the world's history. Through the Food Administration Mr. Hoover is translating the ideal of democracy—for which we fight—the world's ideal today—translating this ideal into



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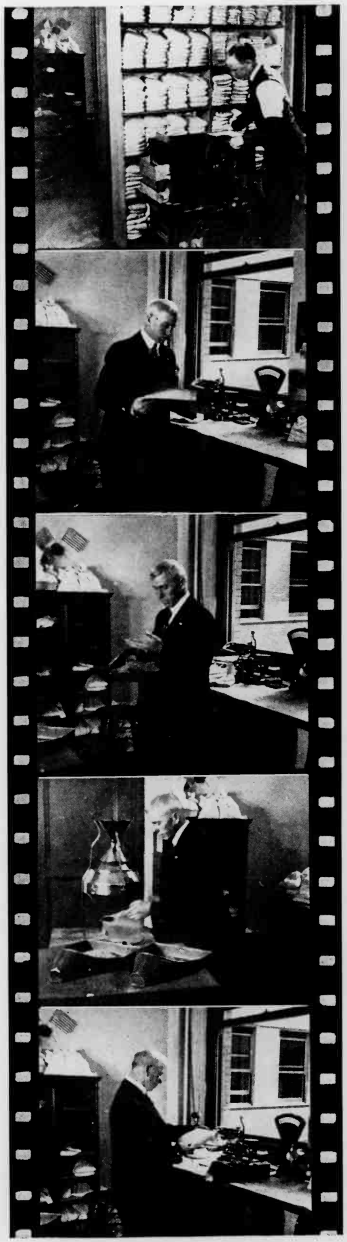

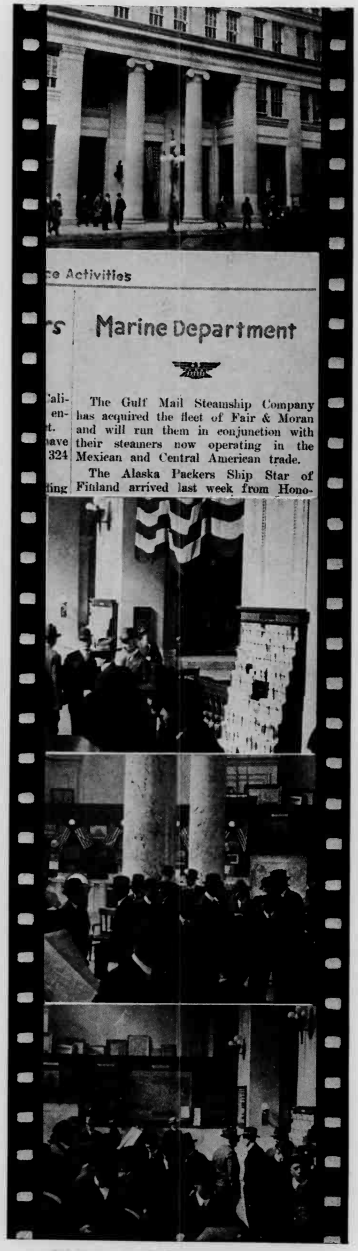
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Marine Department
The Gulf Mail Steamship Company has acquired the fleet of Fair & Moran and will run them in conjunction with their steamers now operating in the Mexican and Central American trade.
The Alaska Packers Ship Star of Finland arrived last week from Hono-

terms of American business life—American home life and though we win the war, we have lost our ultimate goal unless democracy is made a real, concrete, living creed—a daily programme in the life of every American. Therefore, this greatest of governmental functions of today, the production distribution and consumption of food is placed directly and fully in the hands of the farmer, the food distributor, the housewife and the individual. If we cannot control ourselves and do it gladly and joyfully and more completely than Germany can control her people by blood and iron, then we have lost the privilege of American citizenship.

Why must we do all this? Because the bent women and broken men of France laboring in great fields cannot produce sufficient foods and we must make up deficiencies.

Through rules and regulations, the Food Administration directs distribution but these rules made in a democratic way by consultation with all groups in the business.

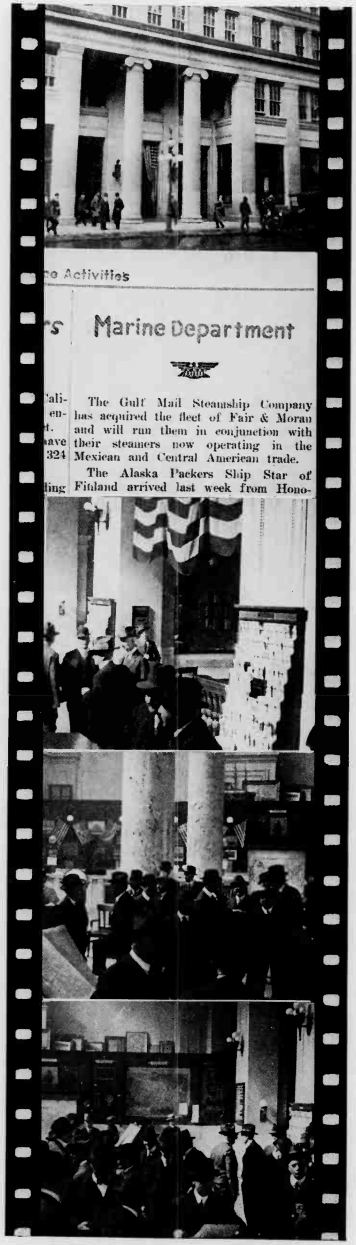
Prosecutions? Yes to protect the patriotic majority. The power of the law is to be used against the careless, or the enemy in disguise who attempts to break down the efficiency of the government, who encourages food hoarding, unjust profits or wastage of food. Today business responds and renders magnificent service.

What do we as business men have to do? Personally save and follow the rules. In business serve. In California bringing the farmer and dealer together in harmony, bringing the farmer and the food manufacturer to an understanding.

The National Programme covers sugar—we must save more than 10%—beef and pork—and flour where we must save more than 30%, and in California produce and save foodstuffs that we raise—beans, rice, barley, dried fruits—all these are California's share—all these have gone and will go from California.

What else are we asked to do—two wheatless days, Monday and Wednesday and a wheatless meal each day, the last in the day; and Tuesday and Saturday porkless and a porkless meal, the noon meal. Sacrifice? No, if we do no more than this, we have a small share in the war. This is the minimum of service. But it is the universal service.

In the exercise of this privilege of American citizenship we will come victorious and as a result of the serving and the sacrifice, we will be better Americans and better men.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The Effect of "Community Service Week", *by Otto Irving Wise, San Francisco Attorney*

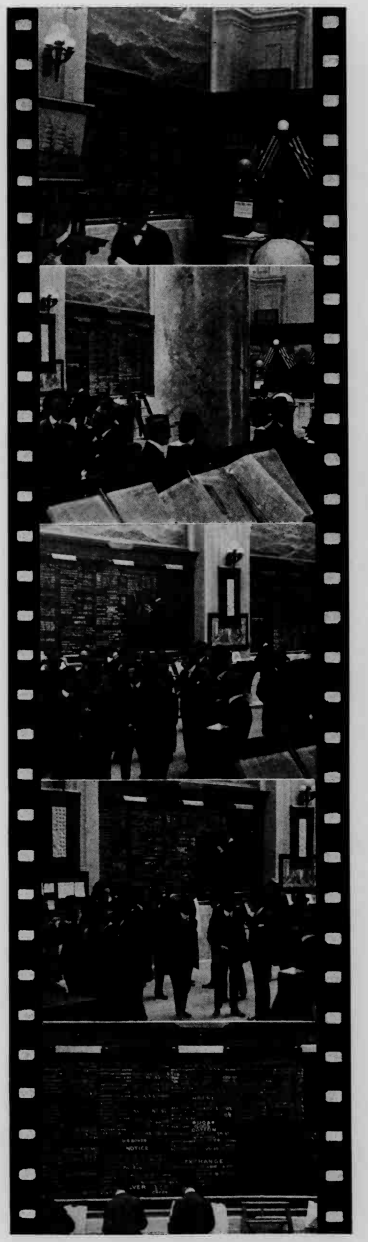
THE idea of Community Service Week has quickened the thought and conscience of the people. As living testimony of that fact, we have here today the leaders of this loyal city's life. A partial roll call shows a leader of the American bar, the Chief Justice of the State, an Associate Justice and the Nestor of the federal judiciary—Judge Morrow. The purpose must be high and the spirit strong to cause men of this type to respond in such goodly number. This gathering again demonstrates the oft proven fact that the call of service has never gone unheeded in San Francisco.

There is not a new word that I can utter here. "There is nothing new, or aught unproven." I can, however, try to dress the old thought of liberty in a new cloak. Because we are six thousand miles removed from the scenes of carnage and unacquainted yet with the physical horrors of the conflict, it is necessary that we visualize for ourselves, here and now, what is going on behind the thin veil. This great week, this family gathering, this revival, this dedication to the cause of patriotism is necessary so that each of us may give our individual pledge that we are enlisted in the Cause, not to do our bit, but to do our all. In the homely phrase of the old rhyme, "We did not want to fight, but by jingo! if we do, we have got the men, we have got the ships, and we have got the money, too!"

The spirit of that ballad is the spirit of today. That spirit, my friends, was born of the indignities and inhumanities which were visited upon the American people through long weary patient months. The war broke when the patient spirit of our great President could endure it no longer. No nation ever had a more complete reason for saying, "Our cause is just—our reasons are right."

With loyal hearts we may look upward and utter the noble words, "Still at God's feet, our nation sits." I understand that it is because of that great sentence, "Still at God's feet, our nation sits," that the Chamber of Commerce has called this week, "Community Service Week." Let no man paraphrase those words to read, "At God's feet, our nation sits still." The urgent need of the hour calls for the best that is in us. We must carry to the heart of every man and woman in California the imperishable truth that no man can retain his honor, no man can retain his self-respect, no man is worth a place among the citizenship of this great land, unless in this great hour of the Republic's danger he gives, he sacrifices and he places upon the altar of his country every energy, every power and every gift at his command.

One week of community service: I am thinking of the opening chapter of the Old Testament—"In six days the Lord made the Heavens and the earth and on the seventh day he rested." Let us rewrite it and apply it: In six days we learned community service, and its meaning; on the seventh day we did not rest, but on the seventh day the citizens of San Francisco, newly born of the responsibility of this hour, aroused as they had never before been aroused,



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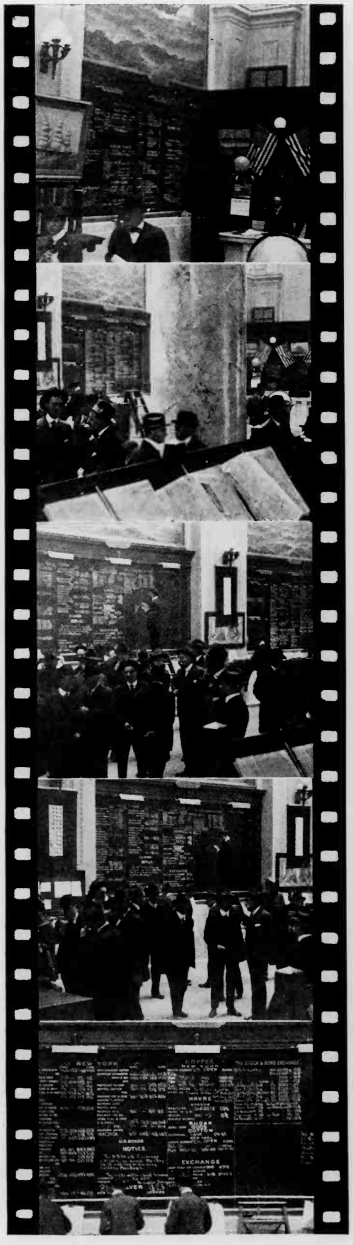

forget forever every quarrel of yesterday; root out every partisan difference; forget criticism; forget that there ever was in this nation a divided opinion, forget that there were two different versions of thought in America, but as one people, aroused by the call to God's duty, proceed to the defense of the peoples of the world—indivisible by local difference, giving all our strength, our power, our genius, our substance, our lives that the great Republic of America may continue to live.

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"Labors Part in the War" *by P. H. McCarthy, General President, State Building Trades Council and Member of State Council of Defense*

WHEN your president, whom I have known for many years, asked me to address a few words to you on this occasion, I said: "Yes, I am with you." After he left I figured out that it was my duty to prepare a real speech in order to draw to the attention of the merchants and the business and professional men whom I would meet at this gathering, what a real agitator would actually say when addressing an audience of this kind. Then I came to the conclusion, "What is the use?" I am happy that I came to that conclusion, because today your president has covered everything from A to Z, both included, save and except that every once in a while he left a little place where brother Lynch could come in. Then he came in and covered the rest, so that but little has been left for me to say. Now, it would look like a real conspiracy—a frame-up—on McCarthy, wouldn't it? Yet, I am satisfied that neither of them intended it as such.

Now, my friends, I wish to have a word or two with you in confidence. I am going to tell you what I think of you and I don't care whether you like it or not. You have many times given expression to thoughts which set forth clearly what you thought of McCarthy, and I have the advantage in this: that I have you here present, while many of you who, in the past, have discussed McCarthy, really did not know him, had never met him, and had never had the opportunity of talking with him.

I and every other man and woman in this city, in this State and in this nation have a duty to perform which demands that each and every one of us forget self, forget personal interests, forget our immediate wants and the wants of our families, and realize thoroughly that American citizenship which is challenged today, and which unites you and I and the rest of us, must and will win democracy for the world.

I am not now, nor have I ever, lived in the past. I am not going to give ear to those who make it their special business of living in the past. I live more distinctly in the future, and I want all of you, and all of the people of this great nation as well as those of our allies, to live in the future.

I am not given to carping criticism of men in order that I may rise on their ashes. I have never done so and I am not now going to indulge in criticizing the men who are associated with the guidance of our nation in this great controversy. On the contrary, I am going to leave those few of my people and those few of your people who do the things that are wrong, to those who are in authority, and who have the power to deal with them. With those who are free from any atmospheric pressure of that kind, and who by reason of being free are at liberty to do the things that mean the winning of this war—with them, and with them alone, am I going to associate myself.

So I say to you men, let not selfish interests hinder our efforts toward the establishment of permanent peace; let us have the one object before us, the winning of this gigantic

"Labors Part in the War" *by P. H. McCarthy, General President, State Building Trades Council and Member of State Council of Defense*

WHEN your president, whom I have known for many years, asked me to address a few words to you on this occasion, I said: "Yes, I am with you." After he left I figured out that it was my duty to prepare a real speech in order to draw to the attention of the merchants and the business and professional men whom I would meet at this gathering, what a real agitator would actually say when addressing an audience of this kind. Then I came to the conclusion, "What is the use?" I am happy that I came to that conclusion, because today your president has covered everything from A to Z, both included, save and except that every once in a while he left a little place where brother Lynch could come in. Then he came in and covered the rest, so that but little has been left for me to say. Now, it would look like a real conspiracy—a frame-up—on McCarthy, wouldn't it? Yet, I am satisfied that neither of them intended it as such.

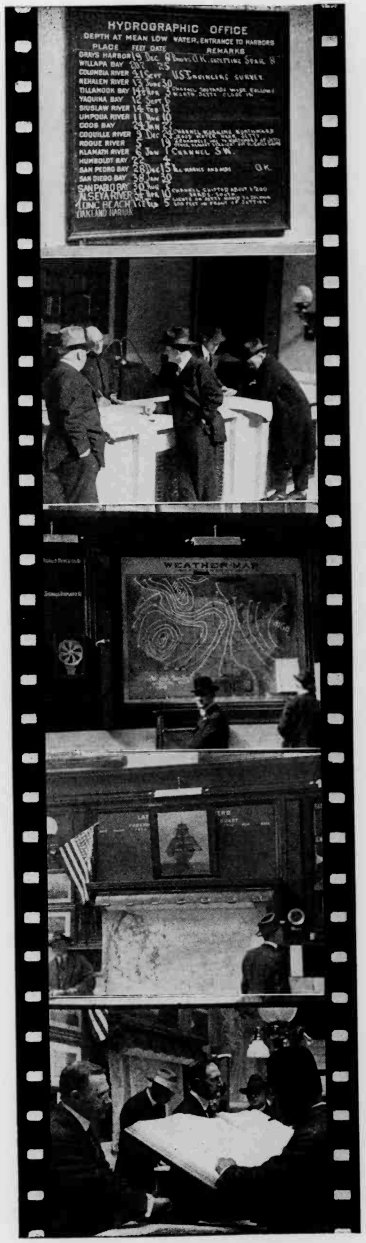
Now, my friends, I wish to have a word or two with you in confidence. I am going to tell you what I think of you and I don't care whether you like it or not. You have many times given expression to thoughts which set forth clearly what you thought of McCarthy, and I have the advantage in this: that I have you here present, while many of you who, in the past, have discussed McCarthy, really did not know him, had never met him, and had never had the opportunity of talking with him.

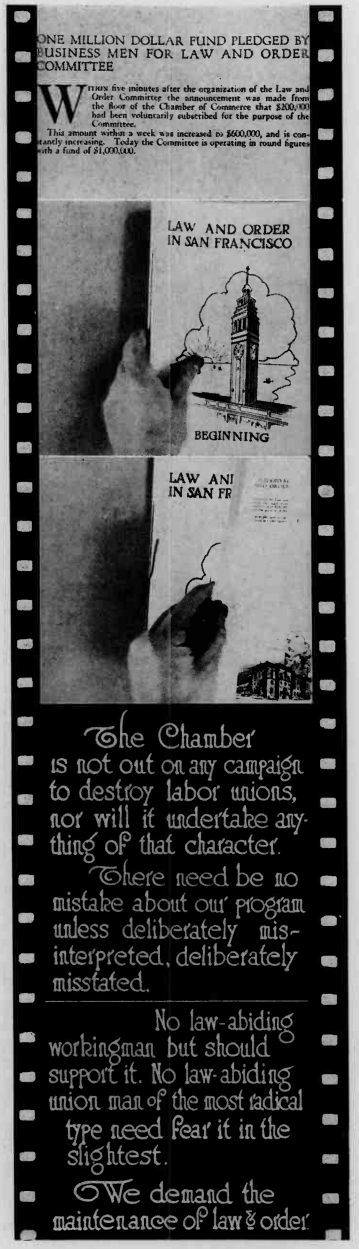
I and every other man and woman in this city, in this State and in this nation have a duty to perform which demands that each and every one of us forget self, forget personal interests, forget our immediate wants and the wants of our families, and realize thoroughly that American citizenship which is challenged today, and which unites you and I and the rest of us, must and will win democracy for the world.

I am not now, nor have I ever, lived in the past. I am not going to give ear to those who make it their special business of living in the past. I live more distinctly in the future, and I want all of you, and all of the people of this great nation as well as those of our allies, to live in the future.

I am not given to carping criticism of men in order that I may rise on their ashes. I have never done so and I am not now going to indulge in criticizing the men who are associated with the guidance of our nation in this great controversy. On the contrary, I am going to leave those few of my people and those few of your people who do the things that are wrong, to those who are in authority, and who have the power to deal with them. With those who are free from any atmospheric pressure of that kind, and who by reason of being free are at liberty to do the things that mean the winning of this war—with them, and with them alone, am I going to associate myself.

So I say to you men, let not selfish interests hinder our efforts toward the establishment of permanent peace; let us have the one object before us, the winning of this gigantic


HYDROGRAPHIC OFFICE
DEPTH AT MEAN LOW WATER, ENTRANCE TO HARBORS
PLACE FEET DATE REMARKS
DAVIS HARBOR 15 Dec. 9
WILLAPA BAY 30 Dec. 15
COLUMBIA RIVER 31 Sept.
REHALEM RIVER 13 June 30
TILLAMOOK BAY 14 June 30
YAQUINA BAY 12 Sept.
SIUSLAW RIVER 18 Oct. 10
UMPQUA RIVER 11 June 10
COOS BAY 31 Mch.
COQUILLE RIVER 7 Dec.
ROGUE RIVER 19 June
KLAMATH RIVER 24 June
HUMBOLDT BAY 30 June
SAN PEDRO BAY 28 Dec. 15
SAN DIEGO BAY 30 Jan. 30
SAN PEDRO BAY 30 June
NEWPORT 4 Dec.
STINSON BEACH 4 Dec.
OAKLAND HARBOR
U.S. ENGINEERS SURVEY
COUNCIL C.W.
O.K.
WEATHER MAP


ONE MILLION DOLLAR FUND PLEDGED BY
USINESS MEN FOR LAW AND ORDER
COMMITTEE
Within five minutes after the organization of the Law and Order Committee the announcement was made from the floor of the Chamber of Commerce that $200,000 had been voluntarily subscribed for the purpose of the Committee.
This amount within a week was increased to $600,000, and is constantly increasing. Today the Committee is operating in round figures with a fund of $1,000,000.
LAW AND ORDER IN SAN FRANCISCO
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The Chamber is not out on any campaign to destroy labor unions, nor will it undertake anything of that character.
There need be no mistake about our program unless deliberately misinterpreted, deliberately misstated.
No law-abiding workingman but should support it. No law-abiding union man of the most radical type need fear it in the slightest.
We demand the maintenance of law & order

struggle for the happiness of the trouble and sorrow stricken people of the world; and let us all have for our one purpose the democratization of the world, if I may so term it, that "government of the people, by the people, and for the people shall not perish from the earth."

There is a thought that I want to draw to your attention, gentlemen, and it is this: that we must cease doing politics. This is not the time for men to rise on the floors of the great congressional halls in Congress, and after they get through a lengthy speech, after they get it all over, tell whoever makes inquiry that they had in mind the I. W. W.'s. The men who are responsible for the Hog Island controversy and the men who are responsible for the depredations committed by the I. W. W.'s are not the men on whom the people of the world are depending for their freedom. The men upon whom they are depending for their freedom are the workers in the factories, the toilers in the mines, the tillers in the fields, the men who day and night, over there, are fighting shoulder to shoulder and elbow to elbow with all the energy, grit and determination of their souls to bring to a realization, for the benefit of humanity, the high ideals upon which this great Republic has been established and which have been so eloquently voiced by those in authority.

Let us cease criticizing the men who are dealing with our national affairs, which are of such magnitude as to make it impossible to carry them on as a whole without error. Oh, how I wonder at those "brainy" fellows who rise in some little nook or corner and criticize the men who, night and day, have had to deal with questions of such grave import.

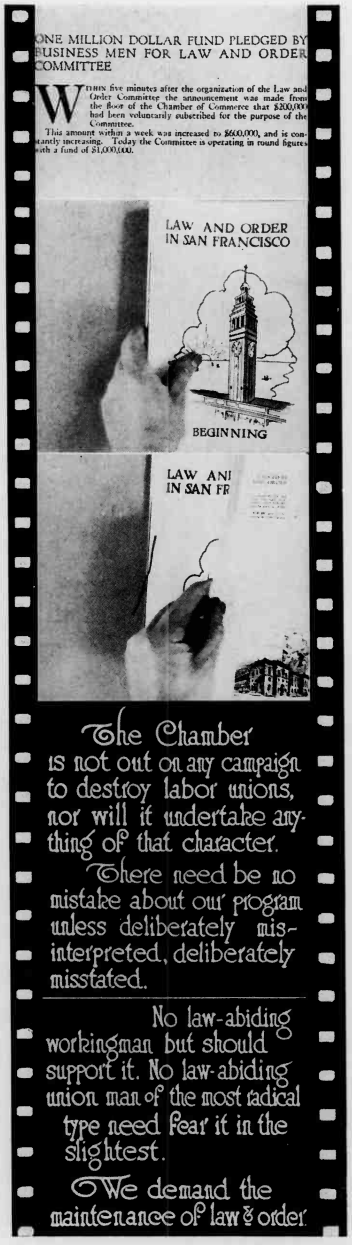
Let us, gentlemen, put that behind us. Your Chamber of Commerce has a wonderful work to do, but let me tell you, this war will be won in the mines, in the shops and on the farms. Never forget that for a moment. This government could get along very nicely without thousands of the business institutions over which you and thousands of your colleagues preside, and possibly before the war closes many of you will withdraw from your present business and deal with other lines in defense of this country and its Allies.

I said to begin with that I was going to talk plainly. I want you to understand me. I am ready to do anything that is ordered by the government, which is within the radius of my power, and my people who may be advised by me will also do anything the government may order.

We are ready to give up the building business if necessary and go into the munition plants, into the shipbuilding business, and to the farms, and do our level best, as we want you all to do, that a hundred per cent efficiency may be delivered.

I could talk longer with you men were it not for the fact that I must hurry away, but let me say to you, Mr. President, and to this great gathering of members of the Chamber of Commerce—I have explicit confidence in the manhood of America. Unfortunately I was not born in America. I had no say as to where and when I might be born, but I am here, and I pledge myself and the people with whom I am associated, so far as my influence may go, to do at any time, anywhere, any place, whatever the President of these United States, Woodrow Wilson, orders me to do.

I hope to see the day when we will be so constituted that we will not have occasion to discuss war, but that we will use our every talent to make this world better for all mankind that when peace shall have come, and autocracy shall have become a phantom of the past, we will be afforded the opportunity of enjoying that world democracy which means so much for a struggling humanity.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The War Time Aims and Activities of the San Francisco Chamber of Commerce, *by Robert Newton Lynch, Vice-President and Manager*

SCRUPULOUS adherence to a very simple formula has wonderfully vitalized the activities of the San Francisco Chamber of Commerce.

This formula has been the result of considerable study and wide observation of the relation of the characteristic activities of a group of business men in any city of the United States to its commercial prosperity.

We have decided, in the first place, that no action shall ever be taken without information. This commits the Chamber of Commerce to secure the basic facts of the community.

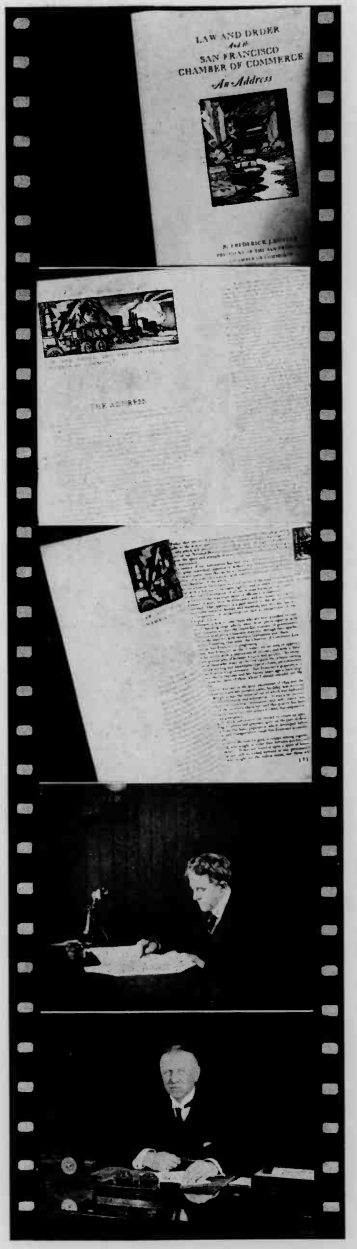
The second point in that formula is that no question that ever comes up will be denied, however controversial or however much energy it may take, provided it is the job of the Chamber of Commerce, and resources are provided for its execution.

The third point is more important than the other two. No question will ever be taken up and decided upon unless it is determined that it will be carried through to the end, and with some knowledge of the implications of all that means in the activities of the organization.

There have been brought to you detailed data of the physical activities of the Chamber of Commerce. There are three reasons in fact why it is essential that the members of the Chamber of Commerce should have some accurate knowledge of the character of the institution and its activities. It is not brought to you in order to justify the Chamber to its members. It is brought in the first place, because there is such a hazy notion on the part of the average business man as to the exact place which an organization of this nature should sustain in relation to the development of his business.

You have been shown a great deal of physical service which has been thrown upon the screen, and it tells a story. This is important; it is available to the members of the Chamber of Commerce and it is important to the exact extent to which it is used. However much it is used, it is incidental to the larger work which the Chamber of Commerce should accomplish. If you have knowledge of these physical details, then it will avail to the members a close contact with the organization.

The second reason is more important, and that is: that the members of the Chamber of Commerce should realize that the Chamber does not consist of offices and officers, but of the members at large. It is an eloquent fact that this room has been filled four times already this week and each time it has been filled with a different group of men, members of the Chamber of Commerce of San Francisco. We shall have six such meetings here this week and we shall have gathered here perhaps less than sixty or seventy per cent of the members of this organization. If these members are really active members, there is no public question that could come up but that the membership of the Chamber of Commerce would have an irresistible force in its decision.



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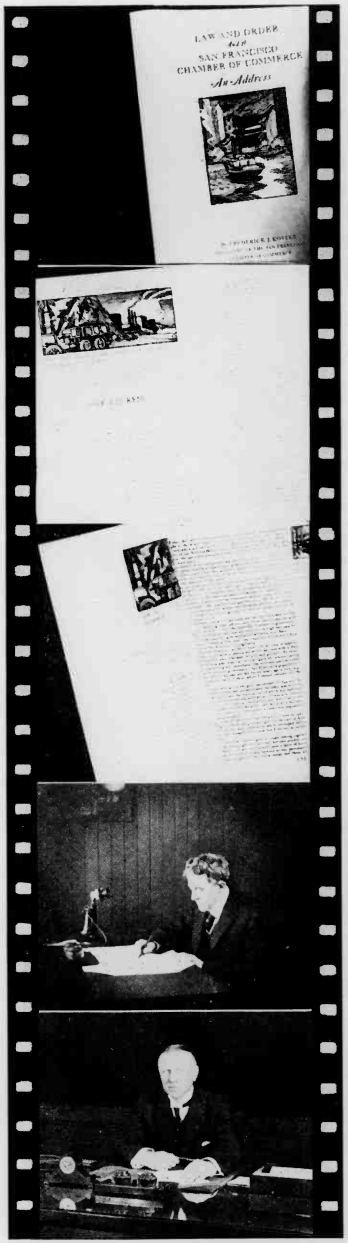
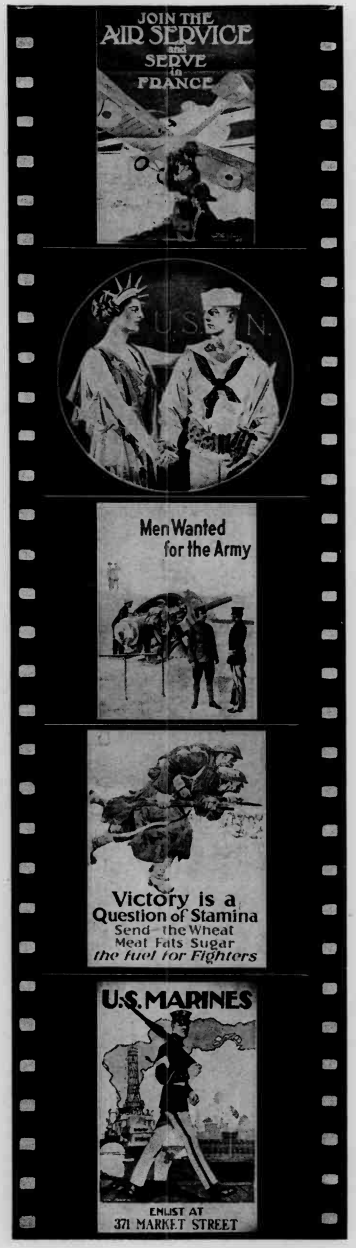




It is important to know that this Chamber of Commerce does not aim to bring immediate commercial advantage to any particular business, but the Chamber of Commerce exists as the entire power and voice of the commercial community, in meeting those large questions which if not met by a body of this kind, no single group of business men is adequate to meet the large community problems which affect harmfully or which present opportunities beneficial to the development of our industrial and commercial life.

The Chamber is of great service value to its members, but if directed to the great questions which are frequently at vital issue it brings a vastly greater commercial advantage. The President of this Chamber has said with great force that there is one thing these days more important than one's private business and that is the Public's business. The Chamber is the organized instrument to make your contribution to these matters whereby the benefit to your business far out-values the immediate commercial service. The accumulation of the advantages to individual firms thus made is equivalent to community welfare.

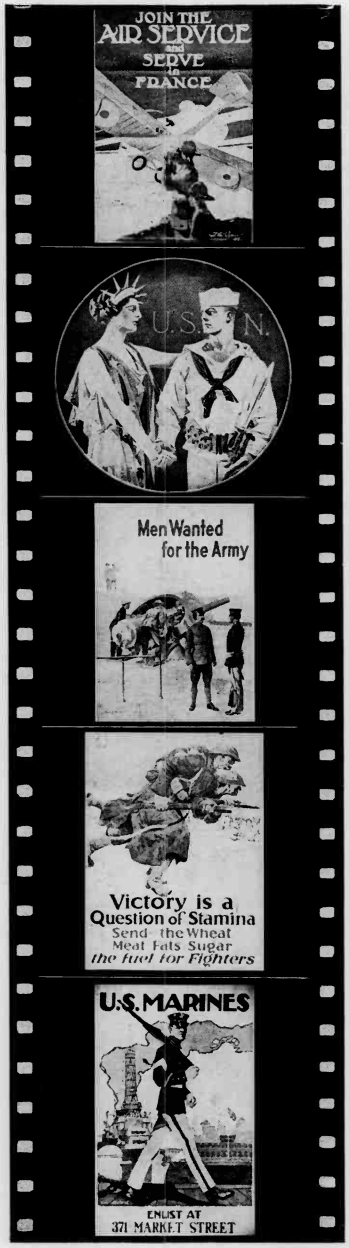
The third and most important reason why you should know exactly what the Chamber of Commerce is: There are thousands of matters to come before groups of business men in connection with the nation's emergency. It has been truly said that this is a war of industry—a war of business. It is the war of the business man. It is a war of the coordination of business forces, and if that be true, a tremendous obligation must come upon organizations of this character.

This country will not tolerate useless activities; it will not tolerate useless organizations, and unless the Chambers of Commerce of the country can arise to the tremendous call which is brought upon them—can make all of their activities function for the national purpose and can be used to mobilize the business forces of this country, with all the relations they have, these organizations would be harmful.

Instead, Chambers of Commerce are arising to this great necessity. It is our desire, in San Francisco, not only to have the largest organization of its kind in the United States, but that we shall have the best and most efficient organization; not only to represent the pious sense of the community for general benefit, but the concrete activity which will be helpful in this national crisis.

I have just returned from the city of Washington. No one can come in contact with the officials in our national capitol, and others who have been called there to share the great responsibility for service, without realizing how serious the men at the Capitol are considering this great struggle. They do not believe that the war is going to end in two or three or four months. They are not looking for immediate peace. They recognize how far reaching is this struggle; that however similar may be the peace statements of the belligerents, there is all the distance of the East from the West in their demands. None of these countries are willing to abate practically anything of the essential war demands which they have made.

This struggle seems inevitably bound to go on to a greater conclusion. If this be true this country has to mobilize its entire resources. We have no private business any more. We have but the one dominant business of contributing all that we have for the great national emergency. It has been said that we have everything that we own upon the table—we have our possessions, our business and our homes; as the Chairman of the War Savings Stamp Committee said in a



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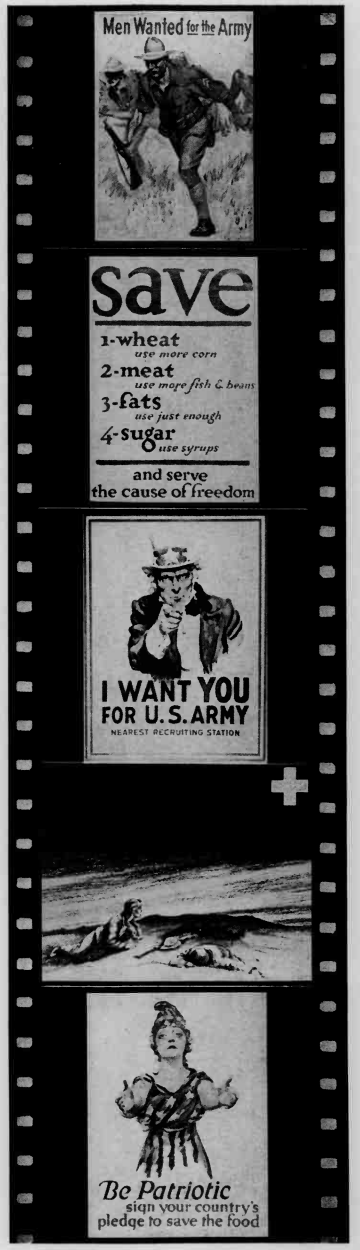
We are engaged in a tremendous and serious struggle. Just as the industries of the country are being quickly coordinated—it may be that without coordination we might for a period be headed toward defeat rather than victory—however, no man is justified in pessimism regarding the ultimate outcome of the war. Washington is not pessimistic, but there is a terrible fear that hundreds of thousands of American lives will be unnecessarily sacrificed because we will delay in getting together our national resources.

That group of countries which first gets its productive facilities thoroughly concentrated upon the common problem will have the speediest chances of victory.

Once as a young man I stood beside Niagara Falls and watched that huge volume of water flow over that mighty cataract. And as one looks at those falls, one wonders how it could be possible for such a volume of water to flow continuously over that brink. In later years I have been back to see that great spectacle. When one realizes that year after year, century after century, that immense volume of water has flowed over that brink, one wonders where all that water comes from, and yet as you think that back of that narrow gorge is Lake Erie, back of that Lake Huron, and back of that Lake Michigan, and back of that, one of the largest fresh water lakes in the world, Lake Superior, and back of all these, the Rocky Mountains draining the entire country, and back of it all, is Almighty God with the rains from Heaven, one can see how this great spectacle is possible.

We have a line of communication from New York, reaching over to the front in France where our boys are, perhaps the longest line of communication of any battle line in the history of the world. Over that line must flow the entire resources of this nation. One wonders where we are going to get enough strength and power and men in order to meet the emergencies in Europe, considering its titanic character, and yet when one realizes that back of this line are the resources of great centers of industry, and back of them the villages, the factories and agricultural resources, and back of all there is the spirit of America and Almighty God, and we believe with these great forces back of us, that over this line of communication will be brought to bear, that America will be wakened to the need of productive resources in order that autocracy and anarchy, these twin enemies, will be put down and make the world again safe for the peaceful conduct of our business.



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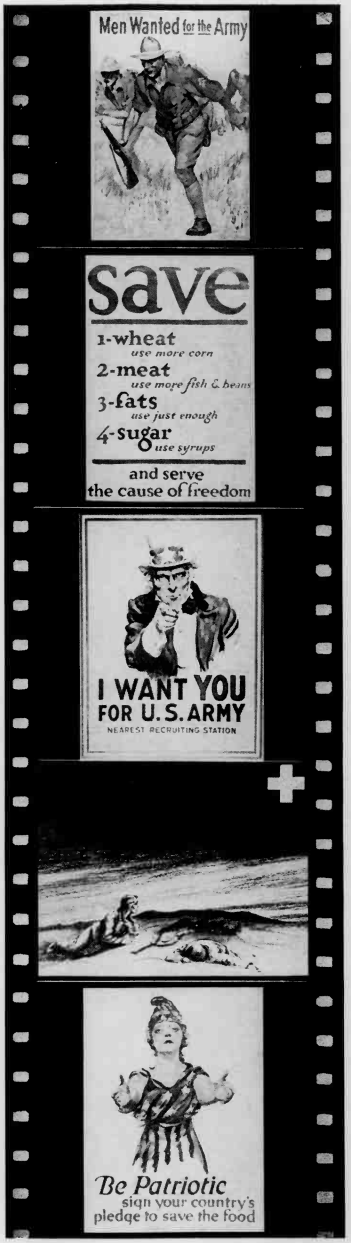

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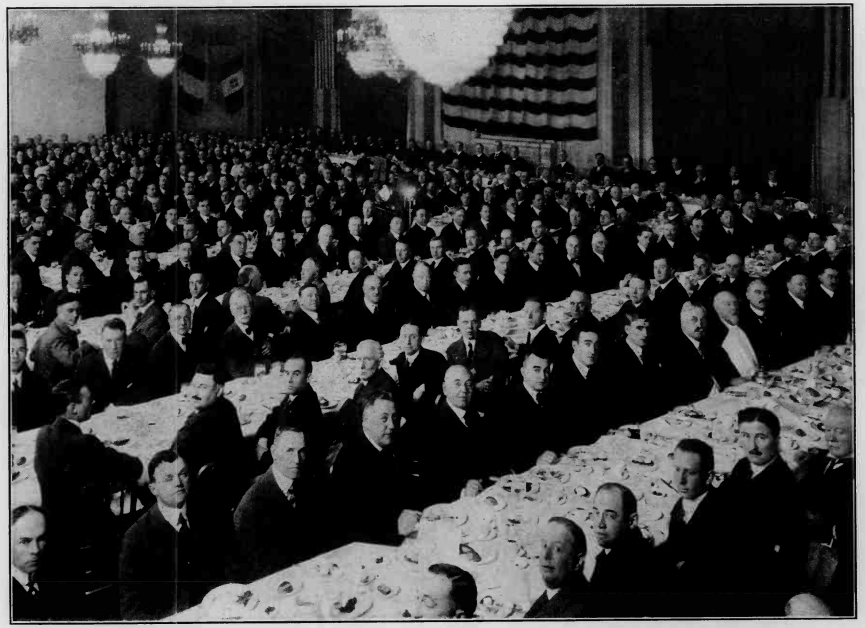

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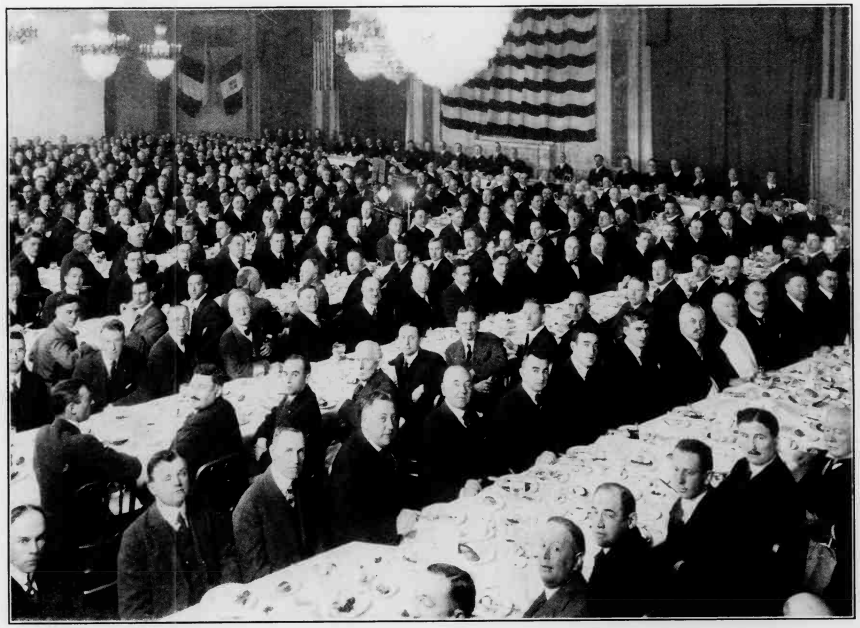

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